



[REDACTED] FOR RGA

# COLOMBIA REGIONAL GOVERNANCE ACTIVITY

## QUARTERLY REPORT: OCTOBER — DECEMBER 2020

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QUARTERLY REPORT: OCTOBER – DECEMBER 2020



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Colombia Regional Governance Activity

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## CONTENTS

<b>ACRONYMS</b> .....	<b>II</b>
<b>EXECUTIVE SUMMARY</b> .....	<b>I</b>
<b>NATIONAL CONTEXT</b> .....	<b>3</b>
<b>KEY ACTIVITIES AND RESULTS</b> .....	<b>4</b>
COMPONENT 7: COVID-19 PREVENTION, CONTAINMENT, AND RECOVERY AND SERVICE IMPROVEMENTS FOR THE MIGRANT POPULATION .....	4
<b>PROGRESS ASSESSMENT</b> .....	<b>27</b>
<b>COORDINATION WITH OTHER USAID IMPLEMENTING PARTNERS AND INTERNATIONAL DONORS</b> .....	<b>28</b>
<b>ACTIVITIES FOR NEXT QUARTER</b> .....	<b>29</b>
<b>TRANSFORMING LIVES</b> .....	<b>31</b>
<b>ANNEXES</b> .....	<b>37</b>
ANNEX 1: NATIONAL CONTEXT .....	37
ANNEX 2: RGA INFOGRAPHICS TO PROMOTE ACCESS TO GOC SOCIAL PROGRAMS .....	41
ANNEX 3: 2021 BUDGETS IN RGA TARGET MUNICIPALITIES (IN US MILLIONS) .....	45
ANNEX 4: RESOURCES MOBILIZED THROUGH RGA-SUPPORTED PUBLIC INVESTMENT PROJECTS .....	46
ANNEX 5: RGA-SUPPORTED CITIZEN OVERSIGHT GROUPS .....	47
ANNEX 6: RGA ACQUISITION INSTRUMENTS IN THE FIRST QUARTER OF 2021 .....	48
ANNEX 7: PROGRESS ASSESSMENT .....	49
ANNEX 8: COORDINATION WITH IMPLEMENTING PARTNERS AND OTHER INTERNATIONAL AID PROGRAMS .....	53

## ACRONYMS

COMPOS	Municipal Council for Social Policy (Consejo Municipal de Política Social)
COVID-19	Coronavirus Disease 2019
CSO	Civil Society Organization
DAPRE	Administrative Department of the Presidency of the Republic (Departamento Administrativo de Presidencia de la República)
DPS	Department for Social Prosperity (Departamento para la Prosperidad Social)
ELN	National Liberation Army (Ejército de Liberación Nacional)
GBV	Gender-Based Violence
GIFMM	Interagency Group on Mixed Migratory Flows (Grupo Interagencial sobre Flujos Migratorios Mixtos)
GoC	Government of Colombia
HCC	Let's Exercise Citizen Control (Hagamos Control Ciudadano)
IOM	International Organization for Migration
IRC	International Rescue Committee
LGBTQ	Lesbian, Gay, Bisexual, Transgender, and Questioning or Queer
LOP	Life of Project
MinTIC	Ministry of Information and Communications Technology (Ministerio de Tecnologías de la Información y las Comunicaciones)
MoH	Ministry of Health (Ministerio de Salud y Protección Social)
MSI	Management Systems International
NRC	Norwegian Refugee Council
PAGT	Annual Tax Management Plans (Planes Anuales de Gestión Tributaria)

PDM	Municipal Development Plan (Plan de Desarrollo Municipal)
PMP	Performance Management Plan
PRASS	Testing, Tracing, and Sustainable and Selective Isolation (Pruebas, Rastreo y Aislamiento Selectivo Sostenible)
RGA	Regional Governance Activity
SDIS	Social Inclusion Secretariat (Secretaría Distrital de Inclusión Social)
SNG	Subnational Government
UNDP	United Nations Development Programme
USAID	United States Agency for International Development



## EXECUTIVE SUMMARY

The United States Agency for International Development (USAID) Regional Governance Activity (RGA) began on June 22, 2015, under Task Order No. AID-514-TO-15-00015, with an initial period of performance of four and one-half years. Its original objective was to improve governance in 40 Colombian municipalities affected by the nation's armed conflict, through five program components: decentralization, public financial management, tertiary roads, citizen participation, and electoral reform. On April 23, 2019, RGA was awarded a six-month cost extension to June 21, 2020. The amendment added a sixth component and adjusted RGA's territorial focus to concentrate on 10 subnational governments (SNGs) in three border departments—Arauca, La Guajira, and Norte de Santander—to help them cope with the challenges created by the influx of Venezuelan migrants and Colombian returnees in host communities.<sup>1</sup> On June 17, 2020, the program was awarded a second cost extension to June 21, 2021. This amendment added a seventh program component, shifting RGA's focus to coronavirus disease 2019 (COVID-19) prevention, containment, and recovery, and to service provision improvements for the migrant population. The amendment also broadened the project's geographic focus to implement activities in 14 target municipalities in six departments affected by the Venezuelan migrant crisis.<sup>2</sup> In December 2020, RGA reached an agreement with USAID to expand its scope of work to include activities in Bogotá to strengthen targeted capacities in the Bogotá government to address and manage the Venezuelan migrant crisis.

This quarterly report covers RGA activities between October and December 2020, corresponding to the first quarter of the 2021 fiscal year. The document provides an overview of the national context; information about RGA progress, accomplishments, and impacts; a summary of RGA coordination with USAID implementing partners and international donors; progress on program indicators; and a summary of activities scheduled to take place in the second quarter of 2021. The quarterly report also includes a success story, “Women Take over to Fight Gender-Based Violence,” and eight annexes that provide detailed information on selected program elements. Highlights this quarter include:

- **Support to SNGs to promote economic reactivation at the local level:** RGA developed a strategy to promote economic reactivation based on four work lines: implementing biosecurity protocols, promoting local consumption, assisting project formulation, and promoting the adoption of economic incentives. Through it, the program assisted six target municipalities to implement and disseminate biosecurity protocols.<sup>3</sup> It also supported the implementation of strategies aimed at fostering local consumption, such as a trade fair in La Guajira to promote local tourism and gastronomy. Moreover, it assisted the formulation and approval of 15 public investment projects that will contribute to economic reactivation through hiring a local workforce, including three projects aimed specifically at implementing economic reactivation strategies for US \$728,000. Additionally, it supported eight target municipalities to formulate and submit 23

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<sup>1</sup> The 10 SNGs are Arauca, Arauquita (Arauca), Maicao, Riohacha, Uribia (La Guajira), Cúcuta, Los Patios, Puerto Santander, Tibú, and Villa del Rosario (Norte de Santander).

<sup>2</sup> Arauca, Arauquita (Arauca), Maicao, Riohacha, Uribia (La Guajira), Cúcuta, Los Patios, Puerto Santander, Tibú, and Villa del Rosario (Norte de Santander), and new target areas Cartagena (Bolívar), Ciénaga, Santa Marta (Magdalena), and Soledad (Atlántico).

<sup>3</sup> The six municipalities are Cartagena (Bolívar), Riohacha, Maicao (La Guajira), Santa Marta (Magdalena), Cúcuta, and Villa del Rosario (Norte de Santander).

projects to a national call for proposals for economic reactivation, totaling US \$21.7 million.<sup>4</sup> RGA supported seven target municipalities to implement new tax benefits and guidelines—such as flexible payment deadlines—to increase local tax collection.<sup>5</sup>

- **Support to SNGs to draft planning and financial instruments:** RGA provided support to draft and strengthen municipal planning and financial instruments, focusing especially on 2021 municipal budgets and Annual Tax Management Plans (PAGTs).<sup>6</sup> The program assisted its 14 target municipalities in drafting and obtaining approval for 2021 municipal budgets, emphasizing resource allocation in six key areas: education, health care, vulnerable population investment, economic reactivation, COVID-19 response, and migration. For example, 10 target municipalities allocated US \$10.76 million to fund economic reactivation activities and strategies in their 2021 municipal budgets. RGA also assisted its 14 target municipalities in drafting PAGTs to outline strategies aimed at counterbalancing the pandemic's financial impact on local tax collection.
- **Support to strengthen public health surveillance at the municipal level:** RGA built capacity in 12 target municipalities to increase their leadership in public health surveillance to prevent and contain COVID-19.<sup>7</sup> The program developed and transferred to local governments epidemiological newsletters and other tools aimed at providing timely and accurate data on public health events at the local level, including COVID-19 but also other events such as malnutrition in children under five. Through this work, RGA aims to improve decision-making at the local level while prioritizing specific local needs in public health.
- **Support to promote students' safe return to the classroom in 2021:** The program promoted students' safe return to the classroom in 2021 by training public officials and school communities in biosecurity protocol design, and assisting the prioritization of education investments to better respond to the specific needs of public schools during the pandemic. For example, RGA supported the formulation and approval of two public investment projects in education for US \$7.6 million, including one in Cúcuta to strengthen teachers' skills in using online tools in education service provision.
- **Support to SNGs and civil society to increase government transparency:** RGA worked with municipal administrations and civil society to increase government transparency at the local level by analyzing local procurement capacities to identify bottlenecks and outline a training plan for public officials to overcome them. It also partnered with national public institutions to host an event, "National Measures and Guidelines to Strengthen Public Accountability Processes and Transparency during the Pandemic," and more than 200 people took part in the event, including public officials. Parallel to this work, RGA developed skills in local journalists and civil society organizations (CSOs) to strengthen their advocacy for government transparency. The program

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<sup>4</sup> The eight municipalities are Arauca, Arauquita (Arauca), Soledad (Atlántico), Riohacha (La Guajira), Ciénaga (Magdalena), Los Patios, Puerto Santander, and Villa del Rosario (Norte de Santander).

<sup>5</sup> The seven municipalities are Arauca (Arauca), Soledad (Atlántico), Maicao, Uribia (La Guajira), Cúcuta, Puerto Santander, and Villa del Rosario (Norte de Santander).

<sup>6</sup> A PAGT is a financial planning instrument that is updated annually and establishes the actions municipal administrations must take to increase their own resources through tax collection strategies.

<sup>7</sup> The support was provided to all program target municipalities except for Cartagena and Santa Marta, where USAID's Local Health System Sustainability Program provides similar technical assistance.



did this through its training cycles for journalists, and more than 120 people from 11 target municipalities took part in the training.<sup>8</sup>

- **Support to civil society to manage conflicts at the community level, especially xenophobia:** RGA trained civil society to develop strategies aimed at promoting migrant inclusion and preventing xenophobia. The program trained citizens and assisted them in designing citizen initiatives in Arauca, La Guajira, and Norte de Santander. RGA-supported citizen initiatives focus on migrant inclusion, environmental best practices, COVID-19 prevention, and indigenous access to information. The program also worked with civil society to conduct a series of events to commemorate International Migrants Day and contribute to preventing xenophobia. For example, it hosted an online fair and a forum, “I’m a Migrant,” in which the program brought together journalists, CSOs, and the Norte de Santander Border Secretariat and provided them with materials to discuss issues concerning migration and to promote migrant access to information.
- **Gender and vulnerable populations strategy:** Migration and the pandemic have increased violence against women and girls, so RGA focused heavily on preventing and addressing gender-based violence (GBV) by working with municipal administrations and civil society. It built capacity in municipal administrations to mainstream gender approaches, improve interinstitutional coordination in GBV service provision, and increase funding for gender issues through project formulation. Through this work, the program developed a GBV monitoring instrument and provided it to public officials in Norte de Santander, and it also helped mobilize US \$1 million in public resources through four public investment projects in Cartagena and Cúcuta. Furthermore, it developed skills in women and girls; youth; migrants; and in lesbian, gay, bisexual, transgender, and questioning or queer (LGBTQ) individuals to strength their advocacy efforts and increase their participation in municipal councils for social policy (COMPOS’s).<sup>9</sup> RGA participated in the 16 Days of Activism against GBV campaign by supporting a series of events, including a national debate on institutional capacity limits to provide GBV services in border municipalities.

## NATIONAL CONTEXT

Experts across the country began releasing figures this quarter that provide insights into the pandemic’s effects. Key data reported included reduced tax collection at the national and subnational levels, as exemplified by a US \$880 million fall in national collection because of COVID-19. This decrease has had repercussions on Colombian budgets on all three levels of governments, affecting their ability to adequately respond to the pandemic. Within this context, SNGs began easing their restrictions to allow the reopening of economic sectors to try to offset the pandemic’s financial impact.

However, cases started rising again in December, leading to a second contagion wave across the country, including in RGA target areas.<sup>10</sup> This second wave led local governments to adopt new measures to contain the spread of the virus, including curfews and movement restrictions, though the Government of

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<sup>8</sup> The 11 municipalities are Arauca, Arauquita (Arauca), Cartagena (Bolívar), Maicao, Riohacha, Uribia (La Guajira), Cúcuta, Los Patios, Puerto Santander, Tibú, and Villa del Rosario (Norte de Santander).

<sup>9</sup> A COMPOS brings local public institutions and civil society together to establish, coordinate, and evaluate social policies to improve quality of and access to public services.

<sup>10</sup> See Annex I for detailed information on COVID-19 cases in RGA target municipalities.

Colombia (GoC) did not declare a new national lockdown. Amid this second wave, the GoC announced its vaccination plan, through which it will seek to vaccinate approximately 34 million citizens.<sup>11</sup>

At the same time, the Venezuelan migration into Colombia started anew. According to Migración Colombia, the number of Venezuelan migrants in the country had steadily declined between March and August 2020. However, the number of migrants in Colombia began increasing again after the national lockdown ended on August 31, 2020. According to the most recent data from Migración Colombia, the number of migrants in the country increased by 1,500 in October, compared with September.<sup>12</sup> In RGA target areas, the migrant population represents, on average, approximately 14 percent of the total population.

The pandemic and migrant crisis have had a negative impact on civil society. According to the Ombudsman's Office, the pandemic has increased violence against women, girls, and LGBTQ individuals, affecting undocumented migrant women particularly. As reported by the Ombudsman's Office, in nearly one-third of GBV cases monitored by the office (31 percent), the victims were migrants or refugees, of which an overwhelming majority (84 percent) were undocumented.<sup>13</sup> Likewise, according to the Peace and Reconciliation Foundation (Fundación PARES), the trafficking of women and girls and their sexual exploitation has increased along the border with Venezuela, affecting the migrant population especially. These concerns add up to the recent wave of violence experienced throughout the country, which has resulted in 90 massacres and the murder of 310 social leaders in 2020.<sup>14</sup>

Considering the pandemic, RGA has continued its activities using online and remote tools (e.g. one-on-one phone calls, video conferencing, etc.) to guarantee the safety of its staff, partners and counterparts.

For more information, see Annex I: National Context.

## KEY ACTIVITIES AND RESULTS

### COMPONENT 7: COVID-19 PREVENTION, CONTAINMENT, AND RECOVERY AND SERVICE IMPROVEMENTS FOR THE MIGRANT POPULATION

RGA worked with the GoC, SNGs, and civil society this quarter to strengthen their pandemic responses, emphasizing the need to also address the Venezuelan migrant crisis. To this end, the program coordinated efforts with GoC institutions (such as the Administrative Department of the Presidency of the Republic [DAPRE] and the Ministries of Agriculture, Commerce, and Information and Communications Technology) to map GoC pandemic legislation and programs. The program then transferred this information to its target municipalities to facilitate their adoption of regulations and their access to national benefits. Furthermore, it built capacity in its target municipalities to address the pandemic and the migrant

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<sup>11</sup> Efraín Rincón, "Lo que queda en veremos del Plan nacional de vacunación," *La Silla Vacía*, January 12, 2021, <https://lasillavacia.com/lo-queda-veremos-del-plan-nacional-vacunacion-79696>.

<sup>12</sup> Migración Colombia. "Distribución Venezolanos en Colombia corte a 30 de Octubre" (Migración Colombia, December 18, 2020). <https://www.migracioncolombia.gov.co/infografias/distribucion-venezolanos-en-colombia-corte-a-30-de-octubre>.

<sup>13</sup> Ombudsman's Office, "Pandemia agudizó violencia contra mujeres y población OSIGD" (Ombudsman's Office, January 5, 2021). <https://bit.ly/3ql8jXF>.

<sup>14</sup> Colombian Institute for Development and Peace, "Informe de masacres en Colombia durante el 2020–2021" (Colombian Institute for Development and Peace, January 22, 2021). <https://bit.ly/3bBVfcx>; and "Líderes sociales y defensores de derechos humanos asesinados en 2020," <https://bit.ly/3qi1aaL>.

crisis while implementing differential approaches to tailor strategies to the needs of the most vulnerable populations, especially women, youth, the LGBTQ community, and migrants. It also developed skills in civil society to strengthen citizen advocacy and participation in public spaces to increase government transparency and prioritize the needs of vulnerable populations. The following are highlights from this execution until December 2020.<sup>15</sup>

## EXPECTED RESULT 1: INCREASED COORDINATION BETWEEN ALL THREE LEVELS OF GOVERNMENT, PARTICULARLY BETWEEN SUBNATIONAL GOVERNMENTS, THE MINISTRY OF HEALTH, THE BORDER MANAGEMENT UNIT, AND THE NATIONAL RISK MANAGEMENT UNIT, TO SUPPORT AN EFFECTIVE AND EFFICIENT COVID-19 RESPONSE

**MAPPING GOC GUIDELINES** RGA continued mapping national guidelines to disseminate and promote the adoption of GoC regulations in response to the pandemic, compiling more than 900 legal dispositions and recommendations issued by national institutions in key sectors, including health care, economic reactivation, social inclusion, education, information and communications technology, trade, and tourism. Based on this work, the program developed seven manuals on GoC guidelines, regulations, and recommendations to facilitate the adoption of these dispositions at the subnational level. These included a manual on main and general national dispositions to address COVID-19 that have an impact on SNGs; five sector-specific manuals on economic reactivation, health care, education, agriculture, and information and communications technology, including new national benefits in these sectors for SNGs; and a manual on biosecurity protocols in the context of the pandemic. RGA has already shared some of the information contained in these manuals and will formally transfer them to administrations in its 14 target municipalities in the next quarter.



*RGA's infographic to promote access to MinTIC's Program for Women's Digital Transformation*

## PROMOTING MUNICIPAL ACCESS TO GOC PROGRAMS

RGA mapped 14 GoC social programs to address the pandemic, especially in matters of gender, entrepreneurship, and employment. Based on this information, the program drafted a document to better explain GoC programs and their access, including infographics on four prioritized GoC social programs to promote access to these at the municipal level (see Annex 2). The four prioritized programs are: (1) the Ministry of Information and Communications Technology's (MinTIC) Program for Women's Digital Transformation, which seeks to close gender gaps in the use of technology and help women achieve their goals through the adoption of digital tools; (2) MinTIC's Digital Citizens Program, which seeks to train citizens—including those with visual and hearing impairments—in technological skills through 33 free online courses and certifications; (3) MinTIC's Program for Childhood and Youth Protection, which seeks to provide children, youth, parents, and caretakers with tools to prevent technology risks such as

grooming, cyberbullying, and online child abuse; and (4) the Ministry of Commerce's Moving Forward with Hope plan, which seeks to provide credit lines to more than 130,000 micro, small, and medium enterprises for US \$4.78 billion. Furthermore, RGA held work sessions with stakeholders such as the Maicao

<sup>15</sup> RGA activities to improve service provision for women and vulnerable populations are detailed in the Gender and Vulnerable Populations Strategy section.

administration and the La Guajira Chamber of Commerce to explain how to access GoC programs and benefits for economic reactivation.

**MEASURING THE PERFORMANCE OF NATIONAL REGULATIONS** Considering the large number of regulations issued to address the pandemic, the GoC established its need to develop and roll out a monitoring instrument that allows it to measure the performance of key pandemic regulations.<sup>16</sup> To support the GoC in this work, RGA provided technical assistance to DAPRE to develop and implement this instrument, called ESCOVID-19. Through it, national public institutions are responsible for reporting information on the performance of key pandemic measures within their scopes of work.

To further support ESCOVID-19, the program provided technical assistance on two fronts. It supported the optimization of ESCOVID-19 indicators, which allowed DAPRE to assign reporting responsibilities on indicators where institutional reporting leadership was confusing or lacking. Additionally, the program assisted DAPRE in optimizing reporting processes for national institutions to increase and improve data reporting on the instrument. Reports on regulation performance allow DAPRE to make informed decisions and request national entities to carry out key actions aimed at improving performance. For example, RGA supported the reporting and analysis of data on indicators that measure the number of vulnerable homes that have received GoC financial aid, and the number of farmers affected by the pandemic who have accessed GoC credit lines. The first indicator reported a 101 percent completion of the national goal, but the second indicator reported only an 11 percent completion. This information will allow DAPRE to prioritize actions to improve the performance of key pandemic regulations.

**PROMOTING DIALOGUE AMONG THE THREE LEVELS OF GOVERNMENT** To support the implementation of the GoC's testing, tracing, and sustainable and selective isolation (PRASS) strategy,<sup>17</sup> RGA partnered with municipal and departmental administrations to host five training sessions on national updates to PRASS regulations. As a result of these partnerships, RGA trained 400 health care stakeholders (primarily public officials and health care providers) from 66 municipalities, including 12 RGA target areas.<sup>18</sup>

## **EXPECTED RESULT 2: INCREASED DEPARTMENTAL AND MUNICIPAL GOVERNMENT AUTHORITY UNDERSTANDING AND APPLICATION OF RELEVANT NATIONAL COVID-19 POLICIES**

**HELPING SNGS ADOPT GOC LEGISLATION TO ADDRESS COVID-19** Considering that the GoC issued more than 100 decrees in 2020 to address the pandemic, RGA developed a practical guide to assist its 14 target municipalities in adopting new GoC legislation on COVID-19.<sup>19</sup> This guide provides clear information—including important legislative features, validity periods, and online resources—in a user-friendly format on 23 key GoC decrees that have a significant impact on public administration matters at the municipal level. To further promote the adoption of GoC legislation, RGA organized this practical

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<sup>16</sup> For example, one of the indicators used to measure the performance of GoC regulations is the number of resources transferred to aqueduct, sewage, and waste collection service providers from the System of National Transfers for water, sanitation, and hygiene service provision. The System of National Transfers is the principal channel for fiscal transfers from national to departmental and municipal public accounts.

<sup>17</sup> The PRASS strategy is a national government initiative that seeks to trace and isolate COVID-19 carriers to contain the spread of the virus by increasing local testing capacities and rapid case identification.

<sup>18</sup> This was in all program target municipalities except for Ciénaga, where the municipal administration is in the process of reporting data on new enrollments, so this information is not yet available.

<sup>19</sup> The program already shared a preliminary version of this guide with its 14 target municipalities. It will formally transfer this tool to target areas in the second quarter of 2021.

guide based on four public administration areas to reflect how each selected decree has an impact on these: (1) municipal finances, including dispositions and tools to foster economic reactivation, and information on formulating and submitting public investment projects to address the pandemic; (2) municipal planning; (3) public procurement processes; and (4) sector-specific dispositions to manage public service provision in matters of health care, education, and water and sanitation. Through its technical assistance in Ciénaga, the program determined that the municipal administration was lagging in some of its responsibilities regarding health services provision to the migrant population. After this work, the Ciénaga mayor's office agreed to conduct local censuses to analyze the sociodemographic conditions of the migrant population and prioritize actions in service provision for this population, such as promoting migrant health care enrollments.



Cover page for RGA's practical guide on GoC COVID-19 legislation

**FOSTERING SNG ACCESS TO GOC ECONOMIC REACTIVATION BENEFITS** RGA helped municipal administrations, chambers of commerce, and regional commissions for competitiveness access GoC benefits and programs in economic reactivation by sharing and explaining GoC guidelines to access these. Through this work, RGA provided technical assistance to the Cúcuta administration to roll out an employment pilot program led by the Colombian vice president's office to formalize informal workers to promote economic reactivation. RGA provided support to map local stakeholders, draft a pilot work plan, strengthen business models included in the pilot strategy, and prioritize activities to develop a municipal entrepreneurship policy in 2021. In Maicao and Cartagena, RGA trained public officials on Bancóldex credit lines and the GoC United for Colombia Program,<sup>20</sup> both of which target local businesses to support economic reactivation. To strengthen its own economic reactivation strategy (see Expected Result 6), RGA (1) worked with the regional commissions for competitiveness in Norte de Santander, La Guajira, Bolívar, and Magdalena to present the strategy and its work at the municipal level to identify coordination opportunities; and (2) hosted a work session with the GoC's Special Administrative Unit for Social Organizations to analyze the unit's strategy for local public acquisitions and producers' markets to identify coordination opportunities with the program.

**PROMOTING A SAFE RETURN TO THE CLASSROOM IN 2021** RGA provided technical assistance this quarter to its 14 target municipalities in the adoption of Ministry of Health (MoH) guidelines to promote a safe return to the classroom for students in 2021. The program developed a guide that covers MoH and Ministry of Education dispositions and provides recommendations to public schools on drafting their own biosecurity protocols. The program then worked with departmental and municipal education authorities to review this guide before using it to train 596 public school teachers and managers from all 14 target areas. To further support a safe return to the classroom, the program also provided assistance to municipal administrations in 13 target municipalities to create hybrid education model committees and support these in outlining action plans for students' return to the classroom in 2021.<sup>21, 22</sup>

<sup>20</sup> Bancóldex is a state-owned bank created to promote productivity and competitiveness in the Colombian business sector.

<sup>21</sup> The 13 municipalities are all RGA target municipalities except for Santa Marta.

<sup>22</sup> The Ministry of Education established hybrid education models as a tool to promote a safe and scaled return to the classroom for students and staff during the pandemic. The hybrid models combine in-person and remote learning strategies.

Target municipalities in Arauca and Norte de Santander (except for Cúcuta) are not certified to manage education services independently, so RGA provided assistance to municipal education secretariats to increase coordination between municipal administrations and public school managers. Coordination between the two can often be lacking because public schools in these municipalities depend on departmental dispositions rather than municipal guidelines. Through this coordination, the program encouraged local governments and public school managers to analyze each public school's situation before making projections on biosecurity protocols and school infrastructure works needed to promote a safe return to the classroom. In Cúcuta, RGA transferred and shared its tool (a matrix) on COVID-19 prevention guidelines and the draft of hybrid education model plans and biosecurity protocols with the Municipal Education Secretariat. The Secretariat has since incorporated these tools into its online platform, We Return Together (Juntos volvemos), which focuses on assisting school communities in COVID-19 prevention.

**STRENGTHENING LOCAL LEADERSHIP** RGA provided assistance to increase local government participation in coordination spaces such as education in emergencies roundtables, childhood and youth roundtables, and COMPOS's. The program seeks to coordinate efforts between institutions and with international donors and to prioritize public investments in education. Building on its work from the previous quarter to map barriers to education at the local level, RGA provided assistance to help local governments use these analyses in education roundtables to bring local needs and concerns to the forefront, especially the need to roll out strategies to prevent school dropouts during the pandemic. RGA also promoted the inclusion of its recommendations for a safe return to the classroom in roundtable agendas to foster effort coordination in implementing actions to prevent COVID-19.

Furthermore, RGA provided assistance to public school managers' roundtables in 10 target municipalities to analyze the social and financial impact of school dropouts,<sup>23</sup> which allows municipalities to measure their progress toward meeting municipal development plan goals.<sup>24</sup> The program also began coordinating efforts with members of the Migrant and Childhood Education Roundtable led by the Interagency Group on Mixed Migratory Flows (GIFMM) in the Caribbean region. Through this work, the program scheduled meetings in the second quarter of 2021 to coordinate efforts with GIFMM members to improve education service provision in RGA target areas in Atlántico, Bolívar, and Magdalena.

### EXPECTED RESULT 3: MUNICIPAL DEVELOPMENT PLANS, BUDGETS, AND OTHER POLICIES TAKE STEPS TO PREVENT, CONTAIN, AND RESPOND TO THE COVID-19 PANDEMIC

**ANALYZING THE FINANCIAL IMPACT OF THE PANDEMIC AT THE LOCAL LEVEL** To better understand the financial impact of COVID-19 in its target municipalities, RGA assisted its 14 target municipalities in analyzing the pandemic's impact on municipal budgets, tax collection, income, expenses, and public debt. Based on these analyses, RGA determined that a decrease in tax collection is a main issue affecting municipal finances in all 14 target areas, and Arauca, Arauquita, Uribia, Soledad, and Cúcuta are the most affected municipalities. For example, tax collection decreased by more than 20 percent in Arauca, Arauquita, Uribia, Soledad, and Cúcuta. Considering these findings, the program began providing technical

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<sup>23</sup> The 10 municipalities are Arauca, Arauquita (Arauca), Maicao, Riohacha, Uribia (La Guajira), Cúcuta, Los Patios, Puerto Santander, Tibú, and Villa del Rosario (Norte de Santander).

<sup>24</sup> Municipal development plans (PDMs) establish guidelines for local growth and improvement, determining the processes and budget necessary to meet these goals.



assistance to municipal administrations to adjust municipal plans and instruments and establish public administration tools to offset the pandemic's financial impact.

### **SUPPORTING MUNICIPAL PLANNING AND FINANCIAL INSTRUMENTS TO ADDRESS THE PANDEMIC**

Decreases in local tax collection can affect public service provision, so RGA provided support to draft and strengthen municipal planning and financial instruments, focusing especially on 2021 municipal budgets and PAGTs. The program assisted its 14 target municipalities in drafting and obtaining approval for 2021 municipal budgets by:<sup>25</sup> (1) supporting municipal administrations in adopting new GoC budget guidelines, (2) training public officials in budgeting tools and technicisms, and (3) supporting administrations in calculating financial figures and identifying sources to finance social investments and service provision for vulnerable populations, including migrants. The program also provided assistance to encourage its target municipalities to emphasize resource allocation in six key areas: education, health care, vulnerable population investment, economic reactivation, COVID-19 response, and migration. The program did this, understanding that budgets in specific sectors allow municipalities to make public investments in each specific area.<sup>26</sup>

Ten target municipalities allocated US \$10.76 million to fund economic reactivation activities and strategies in their 2021 municipal budgets.

Furthermore, RGA assisted its 14 target municipalities in drafting PAGTs to outline strategies aimed at counterbalancing the financial impact of the pandemic on local tax collection. The program supported municipal administrations in establishing and incorporating into their PAGTs strategies and tools to increase local tax collection, including persuasive tax collection processes, training workshops for public officials, and updating collection guidelines.

### **ASSISTING SNGS IN DRAFTING AND UPDATING HEALTH CARE PLANNING INSTRUMENTS**

RGA provided assistance to 12 target municipalities to update and draft health care planning instruments to better respond to the pandemic.<sup>27</sup> The program supported all five target municipalities in Norte de Santander in incorporating chapters on migration and COVID-19 into their 2020 health care analyses.<sup>28</sup> Moreover, in Los Patios, Puerto Santander, Tibú, and Villa del Rosario, the program provided support to (1) draft and monitor COVID-19 action plans, especially regarding public health surveillance, and (2) monitor collective intervention plans under implementation,<sup>29</sup> assisting municipalities in identifying bottlenecks in their execution, such as the need to hire more staff and delays in activity execution. In Cúcuta, the program assisted public officials in identifying bottlenecks in the execution of the municipal COVID-19 action plan and outlining actions to address them, including training public officials in protocols to handle the bodies of those who have passed away from the disease.

In Arauca and Arauquita, the program assisted public officials in aligning emergency action plans with territorial health plans and collective intervention plans. Through this work, the program observed that these plans include activities specifically for the migrant population, but they lack funding because of budget

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<sup>25</sup> All four new target municipalities (Cartagena, Santa Marta, Soledad, and Ciénaga) had already drafted their 2021 budgets, leading RGA to provide assistance to review figures and present budgets to the relevant municipal councils for final approval.

<sup>26</sup> Annex 3 details municipal budgets for these six areas.

<sup>27</sup> The assistance was provided to all program target municipalities except for Cartagena and Santa Marta, where USAID's Local Health System Sustainability Program provides similar technical assistance.

<sup>28</sup> This process was completed in Los Patios, Puerto Santander, Tibú, and Villa del Rosario, but it is still ongoing in Cúcuta.

<sup>29</sup> A collective intervention plan is a benefit plan that comprises interventions to promote good health and manage risks. It aims to have a positive impact on social factors that affect health and reach the goals established in territorial health plans. A territorial health plan is a short- and medium-term planning instrument for health care at the local level.

cuts. Similarly, emergency action plans in both municipalities do not include enough resources for the staff to carry out actions to contain the pandemic, particularly epidemiological research and database maintenance. To address these issues, RGA supported public officials in updating COVID-19 databases and carrying out 22 field research sessions to directly collect data on the pandemic.

In La Guajira, Soledad and Ciénaga, the program provided assistance to review territorial health plans and COVID-19 action plans. In target municipalities in La Guajira, RGA provided assistance to review the execution of municipal territorial health plans, finding delays in meeting plan goals. Based on this review, the program supported the implementation of actions aimed at meeting plan goals, including (1) strengthening skills in community leaders to foster their participation in local health committees; (2) hosting roundtables with health care providers, *Migración Colombia* and other institutions involved in migrant health care enrollments; and (3) training stakeholders of local food security plans in the scope of their roles and responsibilities. In Soledad, the program provided assistance to establish a work plan to strengthen the execution of the municipal COVID-19 action plan through actions such as training health care providers in preventive measures and promoting the effective implementation of pandemic protocols. In Ciénaga, RGA found the COVID-19 action plan is outdated and needs to incorporate actions under the PRASS strategy. Based on these findings, the program is working with public officials to establish a work plan to strengthen the COVID-19 action plan.

**SUPPORTING PRASS IMPLEMENTATION** In the last quarter, RGA determined that limited technical capacity and understaffed teams are two of the main bottlenecks in PRASS implementation at the municipal level. To build technical capacity to roll out the strategy, it enhanced municipal understanding of PRASS legislation, improved public health surveillance, and supported the design of biosecurity protocols. The program trained more than 400 public health officials and health care stakeholders on PRASS legislation to ensure municipal understanding of the strategy and compliance with the full scope of their responsibilities. It also created two instruments to improve public health surveillance and promoted the design and dissemination of biosecurity protocols, as detailed over the next paragraphs. To tackle understaffing, RGA began a process to hire experienced and technically qualified liaisons who will support its target municipalities in PRASS matters, as discussed in the Activities for Next Quarter section.

**STRENGTHENING MUNICIPAL PUBLIC HEALTH SURVEILLANCE** RGA provided assistance to strengthen public health surveillance in 12 target municipalities.<sup>30</sup> It supported the implementation of different surveillance strategies, such as drafting epidemiological newsletters and implementing a mathematical model to make projections on COVID-19 contagions (see Figure 1). The program shared its model for developing epidemiological newsletters, which includes crucial information on COVID-19, such as local mortality rates and effective reproductive numbers,<sup>31</sup> and information on other relevant public health events (for example, zoonotic disease outbreaks, maternal mortality rates, and so on). To develop these newsletters, RGA also provided assistance to review national health care databases and implement the program's mathematical model, which uses existing COVID-19 data to make projections on future outbreaks at the municipal level. As a result of this work, all 12 target municipalities are developing newsletters with program assistance, each one tailored to specific local contexts.

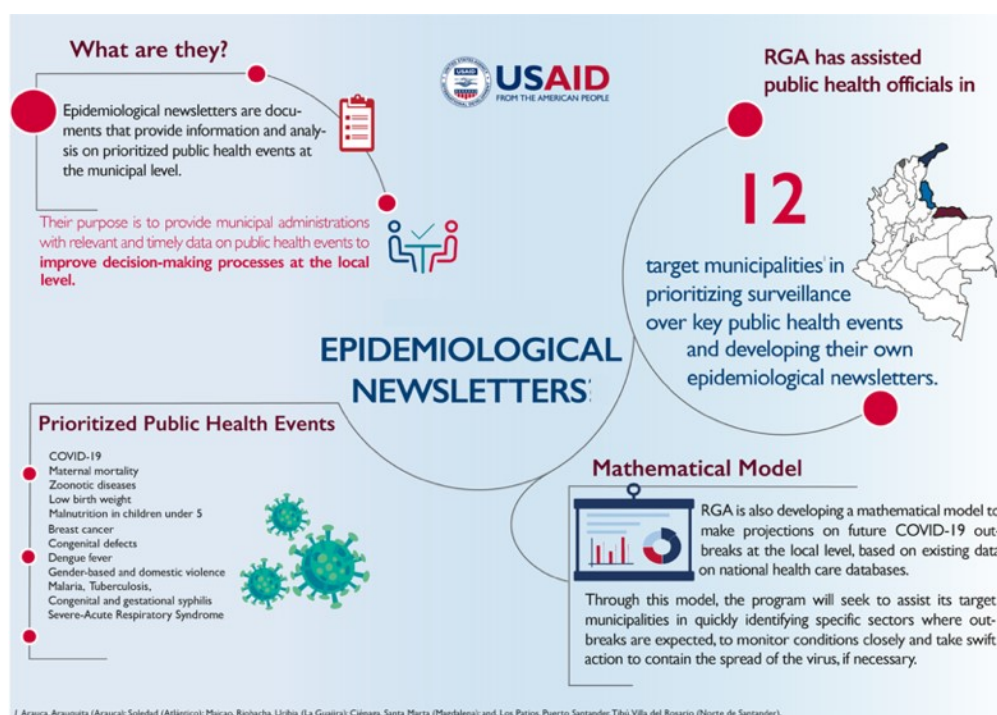
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<sup>30</sup> The assistance was provided to all program target municipalities except for Cartagena and Santa Marta, where USAID's Local Health System Sustainability Program provides similar technical assistance.

<sup>31</sup> The effective reproductive number is the average number of people infected by one person, and it can be used to estimate whether an outbreak is growing, shrinking, or remaining stable.



**FIGURE 1. RGA'S EPIDEMIOLOGICAL NEWSLETTERS**



Other program strategies to strengthen municipal public health surveillance include assisting the Norte de Santander Health Institute in developing a technical assistance cycle (Surveillance Wednesdays) to train municipal public health officials from all municipalities in the department, including RGA target areas. This cycle trains public officials on monitoring and establishing protocols for key public health events in the department, including COVID-19, acute respiratory infections, rabies, maternal mortality, and malnutrition in children under five. Through the cycle, RGA provided assistance to train more than 350 public health officials. Furthermore, in Soledad, RGA analyzed COVID-19 indicators and found that the municipality presented a mortality rate higher than the national average. To address this concern, the program provided a set of recommendations to the municipal administration to conduct an emergency meeting to outline strategies to reduce this rate. In Arauca and Arauquita, the program supported public officials in developing new indicators to monitor the pandemic, including effective reproductive numbers and supporting graphs, calculated per municipality. In the Arauca municipality, the program also provided assistance to conduct epidemiological field research and update a health care database to improve georeferencing of COVID-19 cases.

**IMPLEMENTING COVID-19 HEALTH CARE PROTOCOLS** RGA provided assistance to 12 target municipalities to develop local and population-specific protocols and implement those mandated by the MoH.<sup>32</sup> In Norte de Santander, the program trained more than 50 public officials from 29 municipalities to assist them in updating their protocols to handle the bodies of those who have died from COVID-19.<sup>33</sup>

<sup>32</sup> The assistance was provided to all program target municipalities except for Cartagena and Santa Marta, where USAID's Local Health System Sustainability Program provides similar technical assistance.

<sup>33</sup> These municipalities include all five RGA target areas in the department (Cúcuta, Los Patios, Puerto Santander, Tibú, and Villa del Rosario) and areas outside its scope of work: Convención, Ocaña, Durania, El Carmen, Mutiscua, Cácuta, Herrán, Santiago, El Zulia, Teorama, Toledo, San Cayetano, Ábrego, Pamplona, Gramalote, Bochalema, Chinácota, San Calixto, Hacari, Ragonvalia, Arboledas, Villa Caro, Salazar, and Sardinata.

In Arauquita, the program supported public officials in developing a protocol to address COVID-19 in a local indigenous community, and another protocol to disinfect municipal administration offices. RGA also provided support to develop protocols to address COVID-19 in a Maicao migrant shelter, which is expected to start operations in early 2021.

**IMPROVING ACCESS TO THE HEALTH SYSTEM** RGA provided technical assistance to its 14 target municipalities to promote access to the Colombian health system for migrants and uninsured vulnerable populations. The program trained public officials in the scope of their responsibilities in health care enrollments, especially for the migrant population, and provided assistance to improve data reporting on national health care databases. In Arauca, La Guajira, and Cartagena, RGA provided assistance to improve coordination between municipal health care enrollment teams and other administration areas with information on the migrant population at the local level to streamline enrollments for this population. In Norte de Santander, it supported a technical roundtable between municipal and departmental public officials and local health care providers to identify bottlenecks in health care enrollments and outline actions to address them, including monitoring enrollments through health care providers and improving database reports. In Uribia, the program supported the municipal administration in completing 92 percent of its health care action plan as determined by a national authority formal review, which included a 100 percent completion in the areas of health care enrollments. In Arauca, the program participated in a departmental health care roundtable session to explain migrant enrollment in the Colombian health system and SNG responsibilities within this work.

As a result of this technical assistance this quarter, **RGA supported the enrollment of more than 10,000 migrants, children and returnees in the Colombian health system in 13 target municipalities,**<sup>34</sup> bringing the program **total to more than 30,000 migrants, children and returnees enrolled** through its activities under Components 6 and 7.

**SUPPORTING PUBLIC INVESTMENTS IN EDUCATION** Building on its work in the last quarter to map education access barriers at the local level, RGA developed a Barriers Map,<sup>35</sup> an online and interactive tool that collects information on 34 aspects of education service provision, including student population,<sup>36</sup> school meal programs, COVID-19 prevention and containment, and school risk management plans. RGA's tool allows users to visualize and understand education barriers and needs, helping stakeholders—such as municipal administrations—plan for education sector investments that consider school needs stemming from the pandemic and migration. Using this tool, the program assisted local governments in the formulation of public investment projects to improve education conditions for all students during the pandemic. In addition, the program trained and assisted public officials from 12 target municipalities in the scope of their responsibilities (particularly in municipalities that are not certified) and project formulation to implement hybrid education models and improve public school infrastructure.<sup>37</sup> As a result of this work, RGA assisted the formulation of two public investment projects to improve education service provision that have already been approved in Cartagena and Cúcuta, mobilizing US \$7.6 million in public resources for education (see Annex 4). RGA provided technical assistance to its 14 target municipalities to complete the process of incorporating into their education budgets the resources

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<sup>34</sup> This was in all program target municipalities except for Ciénaga, where the municipal administration is in the process of reporting data on new enrollments, so this information is not yet available.

<sup>35</sup> The Barriers Map tool is available at: <https://bit.ly/3nEhCQL>.

<sup>36</sup> The information is on the number of students, Colombian students, migrant students, number of teachers, and children who do not have access to the educational system, among others.

<sup>37</sup> This includes all program target municipalities except for Cartagena and Soledad.

assigned to them by the GoC through the national Fund to Mitigate Emergencies. Through this work and based on education barriers identified, the program assisted municipalities in prioritizing education investments using these resources.

### **FOSTERING COMMUNICATION STRATEGIES TO IMPROVE EDUCATION SERVICE PROVISION**

In Arauca, RGA provided assistance to train public school guidance counselors and teachers and four student communication groups in storytelling and radio techniques to produce two radio programs to promote healthy habits and prevent COVID-19 among school communities in Arauca and Arauquita. Community radio stations broadcast the radio programs, allowing participants to reach school communities that lack connectivity during the pandemic. In Norte de Santander, RGA provided assistance to the Departmental Education Secretariat to produce radio programs aimed at reaching school communities throughout the department with messages on education strategies during the pandemic. Radio productions include a youth radio magazine, available on YouTube, produced with young people from Arauca, La Guajira, Norte de Santander, and Santa Marta, who shared their experiences during the pandemic and insights on the future of education in their communities. Through a grant to the CSO [redacted], RGA promoted the creation and reactivation of five student communication groups in La Guajira, where 69 students participate, including 19 migrants and 11 indigenous community members. These communication groups include the participation of indigenous, migrant, returnee, and host community students, who are receiving training and support to develop communication campaigns to promote self-care and community cohesion to contribute to preventing COVID-19.



*Students participate in a harvesting activity led by a student communication group in Riohacha (La Guajira). Photo by [redacted] for RGA.*

### **EXPECTED RESULT 4: INCREASED NATIONAL-LEVEL GOVERNMENT AND PRIVATE SECTOR RESOURCES INVESTED IN THE COVID-19 RESPONSE**

#### **SUPPORTING PROJECT FORMULATION TO INCREASE LOCAL PUBLIC INVESTMENTS**

RGA built municipal capacity in project formulation to increase local resources to address the pandemic and improve service provision. The program trained more than 270 public officials from 11 target municipalities in the logical framework methodology and the use of the GoC's online tool for project formulation.<sup>38</sup> It also supported seven target municipalities in formulating and obtaining approval for 15 public investment projects, through which it mobilized US \$16.8 million in public resources to address COVID-19 and improve service provision for the migrant population (Figure 2).<sup>39</sup> As a result of this work, the program provided assistance to benefit more than 600,000 people through projects such as supporting migrant service provision and preventing xenophobia (Arauquita), implementing strategies to raise awareness and promote social mobilization to prevent GBV in urban and rural areas (Cartagena),

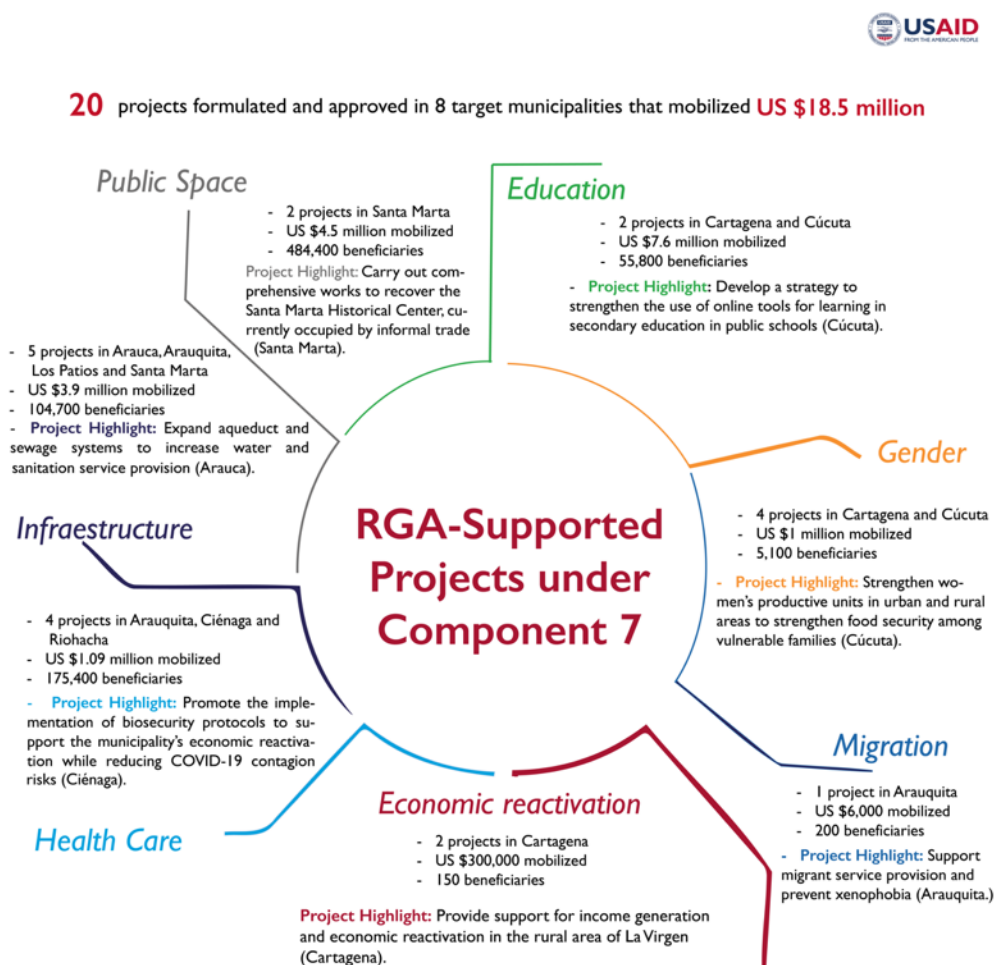
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<sup>38</sup> The 11 municipalities are Arauca, Arauquita (Arauca), Soledad (Atlántico), Cartagena (Bolívar), Maicao, Riohacha, Uribe (La Guajira), Ciénaga, Santa Marta (Magdalena), Cúcuta, and Los Patios (Norte de Santander).

<sup>39</sup> The seven municipalities are Arauca, Arauquita (Arauca), Cartagena (Bolívar), Ciénaga, Santa Marta (Magdalena), Cúcuta, and Los Patios (Norte de Santander). Overall, under Component 7, RGA supported the formulation and approval of 20 public investment projects, mobilizing US \$18.5 million in public resources.

and carrying out public works to support economic reactivation through hiring a local workforce (Los Patios).<sup>40</sup> RGA also developed and transferred to its 14 target municipalities a guide on financial resources to address covid-19 to further assist them in identifying GoC financial sources to fund public investment projects aimed at responding to the pandemic.

**FIGURE 2. RGA-SUPPORTED PROJECTS UNDER COMPONENT 7**



## EXPECTED RESULT 5: INCREASED TRANSPARENCY, OVERSIGHT, AND CONTROL OF GOC FUNDING AND PROGRAMS

**IMPROVING LOCAL PROCUREMENT PROCESSES** RGA partnered with the Colombian procurement agency, Colombia Compra Eficiente, to train its regional staff in procurement processes that foster transparency, particularly in the use of standard project templates for public investments in road works. The program also worked to analyze local procurement capacities in each target municipality, achieving a complete capacity analysis of 12 target municipalities.<sup>41</sup> Based on its analysis, the program

<sup>40</sup> See Annex 4 for detailed information on these projects.

<sup>41</sup> The 12 municipalities are Arauca, Arauquita (Arauca), Maicao, Riohacha, Uribe (La Guajira), Ciénaga, Santa Marta (Magdalena), Cúcuta, Los Patios, Puerto Santander, Tibú, and Villa del Rosario (Norte de Santander). RGA will provide this assistance to Cartagena and Soledad in the second quarter of 2021.



identified procurement management bottlenecks and outlined a training plan for public officials to assist them in overcoming these challenges. RGA also provided technical assistance to train 40 public officials from four target municipalities in the drafting of Annual Acquisitions Plans to contribute to increasing local government transparency in public procurement processes.<sup>42, 43</sup> The program also supported four procurement processes in Cúcuta, Tibú, and Arauquita for US \$1.4 million to ensure transparency and compliance with regulations throughout these processes.

**PROMOTING CITIZEN OVERSIGHT** To promote citizen oversight and government transparency during the pandemic, RGA continued its training sessions to develop citizen and public official skills in USAID's Let's Exercise Citizen Control (HCC) methodology. This quarter, the program trained 75 citizens and 13 public officials from Arauca and La Guajira in the HCC methodology. Through these trainings and building on its work from last quarter, RGA fostered the creation of five citizen oversight groups in Arauca, Arauquita, Maicao, Riohacha, and Puerto Santander to strengthen health service provision through dialogue and collaborative work with municipal administrations.<sup>44</sup> Thirty-two citizens participate in these oversight groups (28 women and four men), receiving program assistance to analyze local conditions and outline possible actions to improve service provision in alignment with specific PDM dispositions. In addition, continuing its work with oversight groups created last quarter, RGA provided assistance to groups in Cúcuta and Los Patios to present oversight work plans to public institutions to start coordinating actions between groups and municipal administrations. RGA also began working on developing an HCC toolbox that it will use to disseminate and scale up the HCC methodology.

**TRAINING LOCAL MEDIA TO FOSTER OVERSIGHT AND SOCIAL INCLUSION** Local media can play an important role in both advocating for government transparency and creating narratives regarding migration, so RGA developed new training cycles for journalists, building on the success of its cycle carried out in Norte de Santander last quarter. The program hosted five training cycles on public administrations and transparency during the pandemic—two in Norte de Santander and one each in Arauca, La Guajira, and Cartagena. More than 120 journalists, communicators, and public officials participated, receiving training on Colombian government structure, emergency guidelines, financial sources, public investment, procurement processes, public accountability, and the importance of including gender and differential approaches to foster social inclusion.

By inviting two winners of the BetterTogether Challenge (led by USAID and the Inter-American Development Bank) to share their experiences on developing strategies to improve conditions for Venezuelan migrants, RGA fostered discussions around migration and the role of media in developing narratives that can help prevent xenophobia.

Furthermore, RGA coordinated partnerships with other actors to strengthen its cycles, including the nongovernmental organization [redacted], the Administrative Department for Public Service, academia, and other international organizations and analysts. Through these partnerships, the program helped showcase different and diverse experiences and best practices in oversight and transparency. Moreover, partnerships with academia help promote the sustainability of program efforts by including the cycle in

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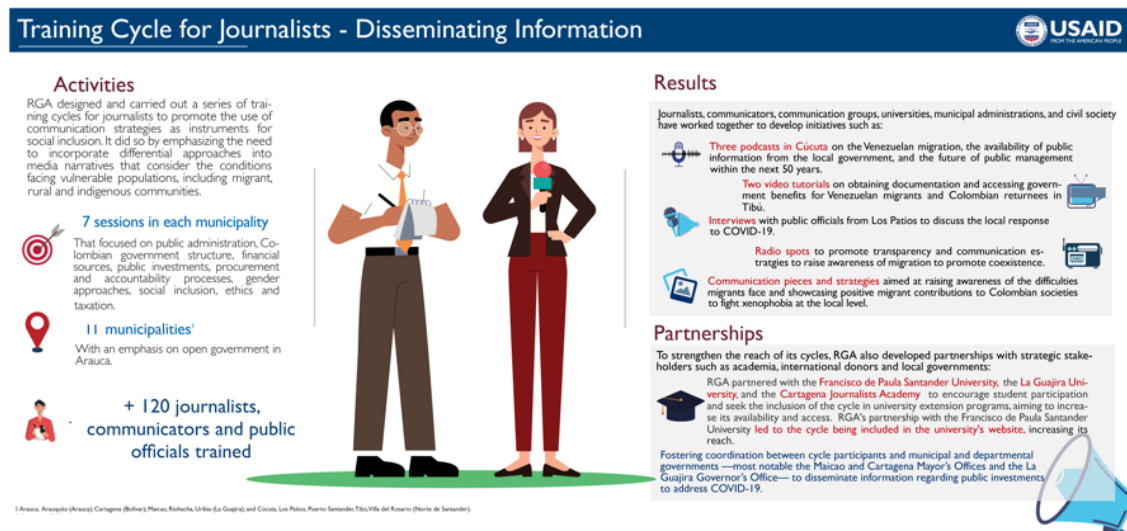
<sup>42</sup> The four municipalities are Arauca, Arauquita (Arauca), Santa Marta (Magdalena), and Los Patios (Norte de Santander). Next quarter, RGA will focus on providing this technical assistance to the remaining 10 target municipalities.

<sup>43</sup> An Annual Acquisition Plan is a planning instrument that allows SNGs to program and disseminate information on the type of goods and services they are seeking to acquire.

<sup>44</sup> See Annex 5 for detailed information on these oversight groups.

university extension programs so journalists, students, and other stakeholders can access it, even beyond program execution. Thus, in Norte de Santander, Francisco de Paula Santander University is currently incorporating RGA's cycle into the online resources it offers. Similarly, in La Guajira, the program is working with La Guajira University to incorporate parts of the cycle into the university's radio programming and within the public administration school. In Cartagena, RGA partnered with the Mayor's Office for Transparency and the Cartagena School of Government and Leadership to host and record the cycle, leaving a video recording available on YouTube (<https://bit.ly/2jXZDqR>).

**FIGURE 3. RGA'S TRAINING CYCLE FOR JOURNALISTS**



RGA is also supporting cycle participants in developing 10 citizen initiatives aimed at promoting transparency, strengthening public accountability, and fostering migrant inclusion. By putting into practice the knowledge gained throughout the training cycle, journalists and communicators, with RGA assistance, are developing proposals to create radio programs, campaigns, and community management strategies on government transparency and migration. The program is currently providing assistance to review and adjust these proposals to support their implementation in the second quarter of 2021.

**Strengthening Public Accountability during COVID-19** GoC measures to address the pandemic have tried to streamline public procurement processes, increasing risks of corruption. Understanding this challenge, RGA trained more than 300 citizens and 97 public officials from 12 target municipalities in public accountability legislation and guidelines.<sup>45</sup> The program hosted a series of events and workshops aimed at developing participant skills in oversight, public accountability, differential approaches for vulnerable populations, and other public administration matters. Thus, on November 19, RGA began a training cycle for CSOs to strengthen citizen advocacy efforts for increased government transparency through workshops on public administration processes, public accountability, and the importance of incorporating differential and gender approaches to understand how the pandemic affects diverse populations and to promote targeted advocacy. More than 130 people received training through this cycle from 12 target municipalities.<sup>46</sup> On November 20, the program led an event together with national public institutions and

<sup>45</sup> The municipalities are Arauca, Arauquita (Arauca), Cartagena (Bolívar), Maicao, Riohacha, Uribe (La Guajira), Santa Marta (Magdalena), Cúcuta, Los Patios, Puerto Santander, Tibú, and Villa del Rosario (Norte de Santander).

<sup>46</sup> The municipalities are Arauca, Arauquita (Arauca), Cartagena (Bolívar), Maicao, Riohacha, Uribe (La Guajira), Santa Marta (Magdalena), Cúcuta, Los Patios, Puerto Santander, Tibú, and Villa del Rosario (Norte de Santander).

civil society to train cycle participants in public accountability guidelines, tools, and experiences. In addition, RGA's training cycles for journalists—in which more than 120 journalists and communicators participated—also included activities on public accountability processes to encourage local media to oversee the execution of public resources.

### Discussing Transparency



*Invitation to participate in an RGA-led event on public accountability, hosted on November 20, 2020*

On November 20, 2020, RGA partnered with the Office of the Inspector General, the Office of the Comptroller General of the Republic, the Administrative Department for Public Service, Transparencia por Colombia, and academia to host an event, “National Measures and Guidelines to Strengthen Public Accountability Processes and Transparency during the Pandemic.” During the event, national public institutions presented guidelines and tools to foster transparency, particularly in procurement processes to address COVID-19. Similarly, Transparencia por Colombia and academia presented practical exercises that showcased how citizens can mobilize to oversee the use of public resources. The live event was attended by 130 public officials and citizens from 12 target municipalities (Arauca, Arauquita, Cartagena, Maicao, Riohacha, Uribe, Santa Marta, Cúcuta, Los Patios, Puerto Santander, Tibú, and Villa del Rosario). A recording of the event has 700 views on YouTube (<https://bit.ly/3pKyc2S>).

To strengthen public accountability and government transparency from within municipal administrations, RGA provided assistance to public officials to train them in accountability processes, assist them in identifying challenges in accountability, and support them in carrying out public hearings and drafting mandatory accountability reports. In Arauca, the program trained 18 public officials in public accountability and the importance of publishing information on municipal resources. In four target municipalities,<sup>47</sup> the program provided assistance to conduct public hearings on municipal actions in health care, migration, and other public administration matters. The program also analyzed public accountability processes in its target municipalities, finding that seven municipalities have established formal procedures to perform public accountability.<sup>48</sup> In the remaining seven target areas,<sup>49</sup> RGA will provide assistance in the next quarter to establish these formal procedures. Based on this analysis, the program provided assistance to five target areas to draft mandatory public accountability reports aimed at increasing government transparency,<sup>50</sup> particularly in the use of public resources to address the pandemic and provide services to migrants.

### EXPECTED RESULT 6: IMPROVED SUBNATIONAL GOVERNMENT RESPONSE TO NON-HEALTH-RELATED COMMUNITY (INCLUDING MIGRANT) NEEDS AMID THE PANDEMIC,

<sup>47</sup> The four areas are Arauca, Arauquita (Arauca), Cartagena (Bolívar), and Los Patios (Norte de Santander). In the next quarter, RGA will provide assistance to other target municipalities to hold similar public hearings.

<sup>48</sup> The seven municipalities are Arauca, Arauquita (Arauca), Soledad (Atlántico), Cartagena (Bolívar), Los Patios, Tibú, and Villa del Rosario (Norte de Santander).

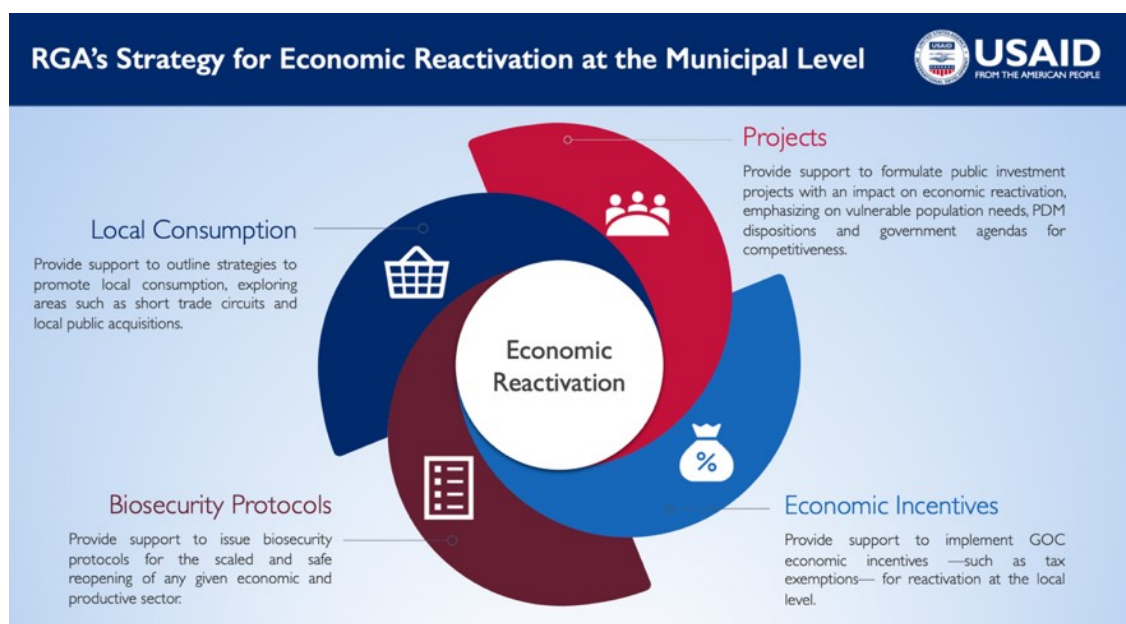
<sup>49</sup> The remaining target areas are Riohacha, Maicao, Uribe (La Guajira), Santa Marta, Ciénaga (Magdalena), Cúcuta, and Puerto Santander (Norte de Santander).

<sup>50</sup> The five target areas are Arauca, Arauquita (Arauca), Soledad (Atlántico), Cartagena (Bolívar), and Uribe (La Guajira). In the next quarter, RGA will provide this assistance to its other target municipalities.

SUCH AS ASSISTING SCHOOLS TO USE DISTANCE LEARNING, IMPLEMENTING SOCIAL PROGRAMS, AND SUPPORTING MEASURES THAT PROMOTE LOCAL ECONOMIC RECOVERY

**DEVELOPING AN ECONOMIC REACTIVATION STRATEGY** To support economic reactivation at the local level, RGA developed a strategy based on four work lines: implementing biosecurity protocols, promoting local consumption, assisting project formulation, and promoting the adoption of economic incentives (see Figure 4). Program activities and results under each of these lines are detailed in the following paragraphs.

**FIGURE 4. RGA'S STRATEGY FOR ECONOMIC REACTIVATION**



**IMPLEMENTING BIOSECURITY PROTOCOLS FOR ECONOMIC REACTIVATION** RGA assisted six target municipalities in implementing and disseminating biosecurity protocols.<sup>51</sup> In Riohacha and Maicao, the program conducted work sessions with municipal public officials, the La Guajira Chamber of Commerce, and the La Guajira Commission for Competitiveness and Corpoguajira (the departmental environmental institution) to share key biosecurity protocols applicable to economic sectors and identify actions needed for their full implementation. In these sessions, the program assisted the institutions in establishing activities to scale up biosecurity protocol information to local businesses and outlining a work plan to implement protocols at the municipal level. In Cartagena, RGA organized work sessions with the chamber of commerce, public officials from the municipal administration, and business representatives to share and explain national and sector-specific biosecurity protocols, guidelines for their implementation, and self-care measures to assist these actors in scaling up the information with their employees and other businesses. In Santa Marta, the program identified the need to establish protocols for bars and nightclubs and is developing a work plan to assist the municipal administration on this matter. In Cúcuta, the program assisted the Economic Development Secretariat in prioritizing the drafting of protocols for local farmers'

<sup>51</sup> The six municipalities are Cartagena (Bolívar), Riohacha, Maicao (La Guajira), Santa Marta (Magdalena), Cúcuta, and Villa del Rosario (Norte de Santander).



markets. In Villa del Rosario, the program worked with public officials to share and explain national and sector-specific biosecurity protocols, particularly in agriculture, to promote their implementation.

**PROMOTING LOCAL CONSUMPTION** RGA provided assistance to strategic actors in La Guajira, Cúcuta, and Cartagena to support the implementation of strategies aimed at fostering local consumption. In La Guajira, the program supported the chamber of commerce in strengthening ExpoGuajira, a trade fair to promote local tourism and gastronomy, by promoting coordination with a business group in Cartagena to exchange experiences and success stories on similar trade fairs amid COVID-19. In Cúcuta, the program promoted coordination between municipal public officials and the Ministry of Agriculture to share information on national programs and how municipal producers and the Cúcuta government can increase their participation in the programs. In Cartagena, the program assisted the mayor's office in developing a methodology to host a business roundtable to present the local government's public procurement and acquisition plans to encourage local businesses to participate in transparent procurement processes.

**ASSISTING PROJECT FORMULATION FOR ECONOMIC REACTIVATION** In the last quarter, RGA coordinated efforts with the Department for Social Prosperity (DPS) to assist it in disseminating its call for social productive infrastructure projects to mobilize resources for local economic reactivation. This quarter, the program supported eight target municipalities in formulating and submitting 23 public investment projects to DPS's call for proposals.<sup>52</sup> RGA-supported projects included:<sup>53</sup> (1) 20 projects to improve rural and urban road infrastructure while promoting economic reactivation by hiring a local workforce, (2) two projects to develop local markets (one in Riohacha and another in Arauquita) to promote economic reactivation, and (3) one project to develop a multicultural center in Villa del Rosario in an area that has a high volume of Venezuelan migration. Through these projects, RGA will seek to mobilize approximately US \$21.7 million in public resources to support economic reactivation in these eight target municipalities.<sup>54</sup> In this quarter, the program also supported the formulation and approval of 15 public investment projects (see Expected Result 4), which will promote economic reactivation through the hiring of a local workforce. Within these, RGA provided assistance to mobilize US \$728,000 in public resources through three projects (two in Cartagena and one in Cúcuta, see Annex 4) aimed specifically at implementing economic reactivation strategies in urban and rural areas (in Cartagena) and among women (in Cúcuta).

**FOSTERING MUNICIPAL ADOPTION OF GOC INCENTIVES FOR ECONOMIC REACTIVATION** Decree 678 was a key measure the GoC issued to promote economic reactivation at the subnational level, which RGA has helped to disseminate and adopt since it was first issued in May 2020. Through the implementation of tax benefits, Decree 678 sought to encourage tax payments and thereby increase subnational resources for public investment and service provision. However, the

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<sup>52</sup> The eight municipalities are Arauca, Arauquita (Arauca), Soledad (Atlántico), Riohacha (La Guajira), Ciénaga (Magdalena), Los Patios, Puerto Santander, and Villa del Rosario (Norte de Santander).

<sup>53</sup> Project distribution is as follows: eight projects in Arauca for US \$3 million, two projects Arauquita for US \$2.3 million, one project in Soledad for US \$2.39 million, five projects in Riohacha for US \$8.25 million, three projects in Ciénaga for US \$4 million, one project in Los Patios for US \$380,000, one project in Puerto Santander for US \$318,000, and two projects in Villa del Rosario for US \$917,000.

<sup>54</sup> RGA will consider these resources mobilized only when DPS approves these projects for execution. As of December 2020, DPS has not released information about its timeframe to issue project approval notifications.

Constitutional Court partially repealed this decree on October 15, 2020.<sup>55</sup> After this ruling, RGA provided technical assistance to its target municipalities to support them in redesigning tax benefits and reaching agreements with municipal councils, consistent with the court's ruling. As a result of this work, seven target municipalities reached agreements with their municipal councils to implement new tax benefits and guidelines, such as flexible payment deadlines, to increase local tax collection.<sup>56</sup>

**TRAINING TEACHERS TO IMPROVE EDUCATION SERVICE PROVISION** This quarter, RGA designed the terms of reference of a strategy to develop skills in teachers in its 14 target municipalities to strengthen education service provision. By enhancing teacher skills, RGA will seek to improve remote education methodologies during the pandemic to contribute to improving service provision for vulnerable students, including migrants. The program has already published these terms of reference to finalize the strategy acquisition process next quarter.

## EXPECTED RESULT 7: STRENGTHENED CIVIL SOCIETY ENGAGEMENT IN THE COVID-19 RESPONSE, INDEPENDENTLY AND COLLABORATIVELY WITH GOVERNMENT

**MOBILIZING YOUTH** This quarter, RGA trained youth, community leaders, and teachers to develop strategies aimed at promoting migrant inclusion. RGA assisted youth CSOs in Norte de Santander and La Guajira and promoted the creation of indigenous communication groups in Arauca. In La Guajira, RGA provided support to [redacted] (a CSO in Riohacha) and to a youth communication group in Maicao to design two citizen initiatives to implement a communication strategy to promote migrant inclusion, and



*A teacher and students participate in a training session to strengthen an indigenous communication group in Arauca. RGA photo.*

to develop a strategy to strengthen environmental best practices and foster COVID-19 prevention. In Arauca, RGA provided support to the [redacted] to implement a citizen initiative based on the creation of indigenous communication groups led by youth to improve access to information for indigenous communities. With program support, the [redacted] created three indigenous communication groups in which 31 people participate, including 10 migrants and 11 women, who are receiving training through videos on COVID-19 prevention and citizen oversight.<sup>57</sup>

In Norte de Santander, the program awarded two grants totaling approximately [redacted] and provided direct assistance to two CSOs [redacted] to develop projects and citizen initiatives aimed at responding to COVID-19 and the Venezuelan migrant crisis.<sup>58</sup> Through its grant to [redacted], RGA provided support

<sup>55</sup> On October 15, 2020, the Constitutional Court repealed three articles within this decree, which contained tax benefit strategies to increase local tax collection and a legal disposition to enable drawdowns from the Territorial Pension Savings Fund. For example, under the decree, municipal administrations had designed tax benefits such as discounts and debt pardons to encourage tax payments, which they had to remove after the court's decision.

<sup>56</sup> The seven municipalities are Arauca (Arauca), Soledad (Atlántico), Maicao, Uribe (La Guajira), Cúcuta, Puerto Santander, and Villa del Rosario (Norte de Santander).

<sup>57</sup> Reaching indigenous communities in Arauca has been notoriously difficult because of a lack of connectivity, particularly the lack of phone and online channels available to conduct live trainings. Thus, the program worked with the [redacted] to produce videos to train communication groups.

<sup>58</sup> See Annex 6 for detailed information on RGA acquisition instruments this quarter.

to coordinate efforts with public institutions in Los Patios, Puerto Santander, Tibú, and Villa del Rosario to identify young people to participate in a project to respond to COVID-19. With RGA support, [redacted] and public institutions identified young people to participate in the project, including women, migrants and returnees. The project then began its implementation with three training workshops with more than 80 young people on (1) the impact of COVID-19 and prevention protocols, (2) leadership during the pandemic, and (3) prevention and self-care. Training sessions paved the way for the project to continue its activities, resulting in the creation of Campus Magazine, an online magazine that will be produced weekly to publish information on project trainings to scale up this effort, and on migrant testimonials, COVID-19 prevention, and youth mobilization. To further strengthen Campus Magazine, project participants have also produced 10 audiovisual pieces that will accompany the publication on COVID-19 prevention and on migration and xenophobia.

The program also provided assistance to two youth CSOs in the department [redacted] to design and implement citizen initiatives aimed at preventing COVID-19 and xenophobia. Through its support to [redacted], the program fostered coordination with four community action boards to encourage young people to participate in the design of a citizen initiative to foster community cohesion and COVID-19 prevention. Young people analyzed challenges to migrant inclusion at the community level and measures needed to prevent COVID-19, and contributed to hosting three youth forums on December 18, 19, and 20 in commemoration of International Migrants Day. Through its assistance to [redacted], the program designed a citizen initiative to develop radio programs and create a youth communication group to prevent COVID-19 and xenophobia in Los Patios. In doing so, RGA fostered coordination between local communities and the Los Patios municipal administration to promote collaborative work throughout the development of the initiative in the next quarter.

## Celebrating Migration



Flyer to promote the Chirrinchera Paths platform

RGA supported a series of activities aimed preventing xenophobia, to commemorate International Migrants Day. In Norte de Santander, it assisted the launch of a podcast that recounts migrant journeys. In Arauca, an RGA-supported indigenous communication group created a radio program to tell stories from indigenous migrant women. In Cúcuta, it supported [redacted] in hosting an online event, during which 33 youth shared their experiences and analyzed the roles young people can play in fostering community integration. In La Guajira, the program supported the launch of Chirrinchera Paths (Ruta de la Chirrinchera), a multimedia platform that tells migrant stories of leadership and resilience. In Maicao and Cartagena, two RGA-supported CSOs developed a communication campaign targeting migrant women to promote their access to public services. RGA's support of these activities and events helped raise awareness of the challenges that migrants face and contribute to mitigating xenophobia.

## EXPECTED RESULT 8: CONFLICT MITIGATED BY COUNTERING COVID-19-RELATED STIGMATIZATION AND MIGRANT XENOPHOBIA AND ADDRESSING OTHER CONFLICT DRIVERS

**SUPPORTING COMMUNICATION STRATEGIES TO PREVENT XENOPHOBIA** Through a grant awarded to the CSO [redacted], RGA launched a communication strategy focused on promoting behavioral and cultural changes to prevent xenophobia. The program supported this CSO in coordinating efforts with public schools communities in Los Patios, Puerto Santander, Tibú, and Villa del Rosario to encourage 183 students and community members (including 57 migrants and 134 women) to take part in the creation of eight communication groups—four led by students and four led by community representatives. After the creation of these groups, [redacted] began training students, teachers, and community members in local reporting tools and strategies as vehicles to promote social change to prevent xenophobia and COVID-19 at the community and school level. Through trainings, communication groups developed a podcast series, *Migrant Stories: Walking for Hope* (*Historias: de la ruta del caminante a la ruta de la esperanza*), which collected stories from Venezuelan migrants who have crossed the border into Colombia. The podcast aired on local radio stations.

**HOSTING EVENTS TO MITIGATE XENOPHOBIA** As discussed under Expected Result 7, RGA provided assistance to commemorate International Migrants Day, celebrated on December 18, to contribute to preventing xenophobia. In addition to supporting CSOs and school communities in celebrating this day, the program also hosted its own activities to expand the reach of its efforts in xenophobia prevention and migrant inclusion. It hosted an online fair and a forum, “I’m a Migrant,” in which the program brought together journalists, CSOs, and the Norte de Santander Border Secretariat and provided them with materials to discuss issues concerning migration and promote access to



*A CSO coordinator in La Guajira works at a shelter for migrant children and youth. Photo by the United Nations High Commissioner for Refugees/Colombia, shared on the “I’m a Migrant” fair.*

information. For the online fair, RGA collected information on CSO programs, its own service access roadmaps, radio spots, podcasts, and other audiovisual materials to tell the stories of migrant leaders and foster access to key information for the migrant community. For its forum, the program invited the Norte de Santander Border Secretariat, along with women’s, youth, and migrant CSOs to discuss challenges in service access for the migrant population and share stories of migrant leadership and contributions to Colombian communities. A video recording of this online forum is available via YouTube (<https://bit.ly/3oyc6kd>), where it currently has more than 460 views.

**MANAGING RISKS WITHIN SCHOOL COMMUNITIES** A major concern within education is increased school dropouts because of the pandemic. To address this issue, RGA provided support to municipal administrations to identify dropout cases and determine the different reasons behind them, finding that lack of connectivity is a main barrier to education during the pandemic. After this work, RGA provided support to prevent school dropouts. For example, in Arauca, the program helped contact 74 students who had reportedly withdrawn from their studies, persuading 63 of them and their families to return to school in 2021. In Arauca and Arauquita, the program fostered coordination between education secretariats and international donors to deliver more than 300 school kits to vulnerable students to foster their class attendance.

Another major concern RGA sought to address was the migrant crisis and its impact on school communities, particularly xenophobia against Venezuelan students. The program worked with students in Arauca, La Guajira, Norte de Santander, and Santa Marta to develop radio programs, such as a youth radio magazine to share young people's perspectives on migration and its challenges within education. Through this work, the program also commemorated International Migrants Day, helping raise awareness of the difficulties facing migrant students and what school communities can do to prevent xenophobia.

RGA also coordinated efforts with health secretariats and municipal risk management units to establish new guidelines to help public schools update their school risk management plans to incorporate actions to address xenophobia, coexistence, and COVID-19-related risks, including biosecurity protocols.

## **EXPECTED RESULT 9: STRENGTHENED BOGOTÁ GOVERNMENT CAPACITIES TO SERVICE THE MIGRANT POPULATION**

In December 2020, RGA reached an agreement with USAID to expand its scope of work to include activities in Bogotá to strengthen targeted capacities in the Bogotá government to address and manage the Venezuelan migrant crisis. This quarter, RGA held meetings with four Bogotá secretariats to explore strategic lines of work with these institutions. Thus, through its meetings with the Secretariat for Security, Coexistence and Justice, the program established it would provide assistance in three main areas: (1) developing a civic culture and participation strategy aimed at reducing discrimination and xenophobia; (2) carrying out a study on migration, crime and violence to analyze these issues and how they relate to each other in order to make public policy recommendations; and (3) providing technical assistance to formulate projects and mobilize resources. With the Women's Secretariat, RGA identified two strategic lines of work: (1) developing a strategy to mobilize women's CSOs to promote affirmative actions with a gender approach aimed at shifting citizen perspectives, reducing stereotypes, and advocating for improved service provision in local women's councils; and (2) providing technical assistance to formulate projects and mobilize resources. With the Bogotá Social Inclusion Secretariat (SDIS), the program outlined the following assistance: (1) identifying available resources; (2) establishing interinstitutional coordination bottlenecks; and (3) determining actions to improve coordination to improve service provision for the migrant population. Finally, the program also met with the Government Secretariat to identify this institution's needs regarding migration, agreeing to continue exploring areas of work next quarter.

To provide the technical assistance outlined above, this quarter RGA also began hiring experienced and technically qualified consultants who will support its work with Bogotá institutions. As of December 31, the program has hired three consultants to provide assistance on resource mobilization, the development of a security and coexistence strategy, and gender issues.

## **GENDER AND VULNERABLE POPULATIONS STRATEGY**

This quarter, RGA provided technical assistance to mainstream gender approaches within municipal administrations, improve interinstitutional coordination to address GBV, and strengthen civil society participation—especially among women, youth, migrants, and the LGBTQ community—in public and decision-making spaces. The program sought to increase municipal capacity to respond to the needs of vulnerable populations while developing skills in civil society to strengthen advocacy efforts to improve public service provision for these populations during the pandemic.



**STRENGTHENING MUNICIPAL COUNCILS FOR SOCIAL POLICY** Women, youth migrants, and the LGBTQ community lack effective representation in COMPOS's, so RGA provided technical assistance to municipal administrations and CSO representatives to increase these populations' participation. The program strengthened coordination between civil society and municipal administrations in eight target municipalities by supporting the informed participation of CSOs in COMPOS sessions.<sup>59</sup> As a result of this work:

- The Puerto Santander Women's Roundtable began participating in COMPOS to advocate for strengthening municipal plans for education service provision in 2021 so these can respond to the needs of local students.
- Two women representing the Municipal Women's Roundtable (including a migrant) participated in a COMPOS session in Los Patios, where they provided insights on migrant children's access to education and vaccination services, advocating for their inclusion in these, even if they are undocumented.
- The Tibú Women's Roundtable participated in a COMPOS session, where their representative advocated for improved education services. With RGA support, the representative presented an analysis of public schools in the municipalities and their conditions to provide remote education services during the pandemic, especially in rural areas. Based on this analysis, the municipal administration agreed to determine actions needed to decrease school dropouts in rural areas.
- The Villa del Rosario Women's Roundtable selected five representatives who are receiving RGA training to monitor progress toward meeting PDM goals within COMPOS activities.
- Public officials leading COMPOS sessions in Riohacha, Maicao, and Uribia formally committed to identify CSO representatives and invite them to participate in COMPOS sessions to guarantee representation for vulnerable populations.

RGA also began working with municipal administrations in Cartagena and Santa Marta to outline a work plan to strengthen COMPOS's in each municipality.

**TRAINING CSOS TO STRENGTHEN THEIR ADVOCACY EFFORTS.** In addition to training CSOs to strengthen COMPOS's, RGA designed and carried out a training cycle for CSOs led by vulnerable populations—including youth, women, migrants, and the LGBTQ community—to strengthen their advocacy efforts to promote inclusion, government transparency, and the prioritization of vulnerable populations' needs. Through this cycle, the program trained 130 CSO members and public officials from 12 target municipalities,<sup>60</sup> who gained knowledge and skills in matters such as using advocacy to promote social inclusion, PDM execution monitoring through COMPOS participation, and public accountability processes. In addition, RGA also shared with cycle participants its mapping of GoC social programs, infographics to access four of these programs (see Annex 2), and key information on health care and health services, especially its health care access road maps, information to enroll in the Colombian health system, and COVID-19 prevention recommendations. Through this work, the program aimed at giving

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<sup>59</sup> The eight municipalities are Riohacha, Maicao, Uribia (La Guajira), Cúcuta, Los Patios, Puerto Santander, Tibú, and Villa del Rosario (Norte de Santander).

<sup>60</sup> Arauca, Arauquita (Arauca), Cartagena (Bolívar), Maicao, Riohacha, Uribia (La Guajira), Santa Marta (Magdalena), Cúcuta, Los Patios, Puerto Santander, Tibú and Villa del Rosario (Norte de Santander).

CSOs the knowledge they need to advocate more effectively for the needs of vulnerable populations, especially those affected by the pandemic and government measures to address it, including the migrant population.

**MAINSTREAMING GENDER APPROACHES** To promote gender mainstreaming within municipal administrations, RGA provided assistance based on three lines of work: building capacity and developing skills in family protection offices and municipal gender liaisons, providing support to implement GBV coordination mechanisms,<sup>61</sup> and training public officials to raise their awareness of the importance of gender mainstreaming within public administration.

The program developed an instrument to monitor GBV and domestic violence cases to build capacity and develop skills in family protection offices and municipal gender liaisons. This tool consists of a matrix that consolidates key information on GBV and domestic violence cases with the goal of improving coordination and streamlining actions between the different public institutions involved in addressing these types of violence. RGA began implementing this tool in three target municipalities,<sup>62</sup> where it has become an important instrument to analyze GBV and consolidate reports. As a result of this work, public officials in Los Patios began a process to officially incorporate the tool within municipal administration instruments to institutionalize its use. In Puerto Santander and Villa del Rosario, 60 cases have been monitored using RGA's tool, allowing public officials to identify, for example, that psychological violence is one of the most reported types of violence.

To support the implementation of GBV coordination mechanisms, RGA has provided technical assistance to eight target municipalities.<sup>63</sup> In Los Patios, Puerto Santander, and Villa del Rosario, the program provided support to build capacity in GBV interinstitutional committees by helping them identify bottlenecks in GBV service provision. A main challenge the program found was a lack of coordination with COMPOS's, especially in Los Patios, which limits these committees' ability to bring key issues to the forefront for inclusion in municipal agendas and their ability to coordinate and prioritize actions with civil society affected by GBV. Thus, the program trained members of GBV interinstitutional committees on gender approaches and assisted them in establishing an action plan to participate in COMPOS sessions. In Cartagena, Riohacha, Maicao, Uribia, and Santa Marta, RGA assisted municipal administrations in reviewing organization decrees and roll out plans for the GBV coordination mechanism in each municipality to strengthen these. In Riohacha, the program also hosted a session in coordination with the MoH to train public officials from municipal health and gender secretariats on national guidelines regarding the coordination mechanism and GBV service provision.

In addition, RGA trained 21 public officials from eight target areas to raise their awareness of the importance of gender approaches and gender mainstreaming within public administration.<sup>64</sup> To showcase the impact that gender mainstreaming can have within public administration, the program focused on assisting the Cartagena and Cúcuta administrations in project formulation with a gender approach. For

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<sup>61</sup> After the rise in GBV during the pandemic, the GoC issued new regulations to address this matter, including the creation of a mandatory GBV interinstitutional coordination mechanism at the municipal level. This coordination mechanism is based on four components that together aim at providing comprehensive GBV services: prevention, attention, justice access, and information systems for case report and monitoring.

<sup>62</sup> The three municipalities are Los Patios, Puerto Santander, and Villa del Rosario (Norte de Santander).

<sup>63</sup> The eight municipalities are Cartagena (Bolívar), Riohacha, Maicao, Uribia (La Guajira), Santa Marta, (Magdalena), Los Patios, Puerto Santander, and Villa del Rosario (Norte de Santander).

<sup>64</sup> The eight areas are Cartagena (Bolívar), Riohacha, Maicao, Uribia (La Guajira), Santa Mart (Magdalena) Cúcuta, Los Patios, and Puerto Santander (Norte de Santander).

example, the program worked together with the National Planning Department to support the Cartagena Women's Affairs Office in identifying 13 public offices that have gender-related responsibilities within their scopes of work to apply a gender tracker tool to projects formulated within each office.<sup>65</sup> This work allowed the Women's Affairs Office to establish that the Cartagena development plan includes 87 gender-related projects that, if executed, can contribute to reducing gender gaps. This identification can help the municipality prioritize actions within its development plan to mobilize resources to address gender issues. In both Cartagena and Cúcuta, RGA provided assistance to formulate and obtain approval for four public investment projects (two in each municipality), which have mobilized US \$1 million in public resources to benefit women, particularly in matters related to GBV and economic reactivation (see Annex 4).

**PROMOTING NATIONAL DISCUSSIONS AROUND GBV** Within the framework of its participation in the 16 Days of Activism against GBV campaign, RGA hosted a national debate on December 3, "Institutional Capacity to Address Gender-Based Violence (GBV) in Regions with Large Migrant Populations." The debate included the participation of public officials from women's secretariats and gender liaisons from four target municipalities,<sup>66</sup> and the Deputy Director for Gender from the National Planning Department, who discussed the limitations of institutional capacity to address GBV, especially when this type of violence is exacerbated by the Venezuelan migrant crisis and the COVID-19 pandemic. More than 140 people took part in the event, identifying the challenges facing women (particularly migrants) during the pandemic, such as increased GBV, poor living conditions, high unemployment and informality rates, insecurity, and barriers to access public services, especially health, education, and justice. At the institutional level, participants discussed how a lack of interinstitutional coordination is one of the main bottlenecks in GBV service provision and prevention.



*Venezuelan migrants in Villa del Rosario participate in an online debate on GBV challenges with civil society. Photo by RGA.*

Other RGA-supported events within the framework of the 16 Days of Activism against GBV campaign included activities with municipal administrations and CSOs in 12 target municipalities.<sup>67</sup> For example, the program hosted an online debate with civil society on GBV challenges, which included artistic expressions that spread messages to prevent violence. In Tibú, RGA hosted the #NotNormal (#Noesnormal) exhibition with the municipal administration and the Tibú Women's Roundtable to raise awareness of the importance of fighting GBV and promoting coexistence. The program also joined efforts with public health officials, municipal gender

liaisons, and a women's CSO in Puerto Santander to produce four radio programs to educate communities on GBV prevention and to promote coexistence and self-care during COVID-19.

<sup>65</sup> The gender tracker is a national tool that allows public officials to determine the amount of public resources that have been allocated within public investment projects to guarantee women's rights and reach gender equality.

<sup>66</sup> The four municipalities are Cartagena (Bolívar), Maicao, (La Guajira), Santa Marta (Magdalena), and Cúcuta (Norte de Santander).

<sup>67</sup> The 12 municipalities are Arauca, Arauquita (Arauca), Cartagena (Bolívar), Riohacha, Maicao, Uribia (La Guajira), Santa Marta, (Magdalena), Cúcuta, Los Patios, Puerto Santander, Tibú, and Villa del Rosario (Norte de Santander).



**FOSTERING LOCAL CAMPAIGNS TO REDUCE GENDER STEREOTYPES** In this quarter, RGA worked to design departmental communication campaigns to reduce gender stereotypes. The program took advantage of its work with public institutions in Norte de Santander and La Guajira to outline strategic lines and messages to include in campaigns to address and mitigate specific gender stereotypes at the subnational level. Next quarter, RGA will provide assistance to finalize campaign designs and begin their implementation.

**ASSISTING GENDER-FOCUSED CITIZEN INITIATIVES** The pandemic has had a negative impact on women and the LGBTQ community, including migrants, so RGA worked with CSOs and public institutions in designing and beginning the implementation of citizen initiatives with a gender approach. In Puerto Santander, the program supported the Women's Roundtable in coordinating actions with the Municipal Family Protection Office, the Municipal Culture House, and municipal gender and public health liaisons to train 35 people—including 15 female leaders, 15 LGBTQ representatives, and five public officials—on homophobia prevention, biosecurity standards, GBV service access, and education access with a differentiated approach. The program also emphasized trainings on providing services to citizens with diverse gender identities and sexualities, and provided assistance to produce four radio programs to promote respect and compliance with biosecurity protocols. In Villa del Rosario, the program supported the CSO [redacted] in designing a citizen initiative to create a caretaker network to contribute to preventing COVID-19 and generating support for women and vulnerable populations. In Cúcuta and Riohacha, the program provided assistance to local CSOs to start designing citizen initiatives to promote self-care and COVID-19 prevention, which the program will seek to finalize and start implementing next quarter.

## PROGRESS ASSESSMENT

RGA's statement of work was modified in June 2020 to include Component 7 to focus on increased municipal preparedness for COVID-19 prevention, containment, and recovery in target municipalities. In September 2020, USAID approved additional changes to RGA's Performance Management Plan (PMP) with the goal of monitoring the impact of Component 7. RGA's PMP was adjusted to reflect new targets for fiscal years (FY) 2020 and 2021 and life of project (LOP) targets for four RGA indicators (RGA-02, RGA-07, RGA-08, and RGA-15), and included four new ones: RGA-18, RGA-19, RGA-20, and RGA-21. RGA will monitor and evaluate all actions and activities through its four new indicators and four existing ones, as outlined in its adjusted PMP, which USAID approved in September 2020.

Table I presents RGA progress in reaching its indicators this quarter. See Annex 7 for information about RGA's progress in all program indicators.

**TABLE I. OCTOBER–DECEMBER 2020 PROGRESS ASSESSMENT**

Indicator Name	FY21 Target	Q1 Prog.	FY21 Actual	LOP Target	Total Prog.	Total Prog. %
RGA-02: Percentage of women participating in oversight of public investment activities.	65%	88%	88%	65%	61%	94%
RGA-07: Number of CSOs receiving U.S. Government	28	11	11	255	443	174%

Indicator Name	FY21 Target	Q1 Prog.	FY21 Actual	LOP Target	Total Prog.	Total Prog. %
assistance engaged in advocacy interventions						
RGA-08: Number of committees for oversight activities, conducted by citizens, organized and supported as a result of RGA assistance	6	5	5	210	261	124%
RGA-10: Value of Third Party Mobilized Funds (Ym) (COP)	N/A	55,687,787,609	55,687,787,609	N/A	1,204,669,555,801	N/A
RGA-11: Value of USAID investments linked to Mobilized Funds (Xm) (COP)	N/A	70,400,414	70,400,414	N/A	2,851,268,739	N/A
RGA-15: Number of projects, proposals and/or concepts by CSOs, especially those that include participation of women and benefit citizens	16	5	5	68	57	84%
RGA-18: Number of public officials trained with USG assistance	280	230	230	330	280	85%
RGA-19: Number of RGA-supported public investment projects approved to access public and private funds	28	15	15	33	20	61%
RGA-20: Number of journalists trained and supported as a result of RGA's assistance	80	89	89	100	106	106%
RGA-21: Number of municipalities that implement programs in response to COVID-19 as a result of RGA's assistance. <sup>68</sup>	12	12	12	12	12	100%

## COORDINATION WITH OTHER USAID IMPLEMENTING PARTNERS AND INTERNATIONAL DONORS

The COVID-19 pandemic has prompted several international donors to implement projects and programs in Colombia's most heavily infected areas. The pandemic required strategies to contain the virus and avoid more contagions, so RGA sought to coordinate meetings with international donors and USAID programs

<sup>68</sup> RGA will continue reporting data on this indicator to reflect program work under four lines of work: (1) improving education service provision; (2) supporting GOC strategies to respond to COVID-19; (3) building local government capacity in epidemiological surveillance and health care leadership; and (4) assistance to promote economic reactivation.

to increase efforts and maximize the impact of recovery strategies and strategies to help municipal administrations to address economic reactivation.

This quarter, RGA held meetings and coordinated activities with the International Organization for Migration (IOM), the United Nations Development Programme (UNDP), the Norwegian Refugee Council (NRC), the International Rescue Committee (IRC), and World Vision. In coordination with departmental and municipal education secretariats in Arauca, Norte de Santander, and Santa Marta, RGA worked to develop tools and methodologies to establish public school needs during COVID-19. In Magdalena and La Guajira, the program assisted local governments in coordinating workshops with IOM to promote economic reactivation.

RGA also coordinated efforts with USAID's Partners for Transparency Program to strengthen its training cycle for journalists, and with the Human Rights Activity in Norte de Santander to support and review the implementation of RGA's GBV monitoring instrument. See Annex 8 for more detailed information about RGA coordination with other USAID implementing partners and international donors.

## ACTIVITIES FOR NEXT QUARTER

In the second quarter of 2021, RGA will continue providing assistance to prevent, contain, and recover from COVID-19 and to support service improvements for the migrant population. This will include:

- *Strengthening targeted capacities in the Bogotá government to address and manage the Venezuelan migrant crisis.* RGA will start its activities in Bogotá to support the local government in addressing the Venezuelan migrant crisis in the city. This will include (1) assisting SDIS in identifying financial, coordination, and operation strategies to improve service provision for the migrant, returnee, and refugee populations; (2) building capacity in the Women's Secretariat to mainstream a gender approach to address migration; (3) mobilizing migrant women's CSOs to contribute to eliminating stereotypes affecting women at the community level; (4) developing a coexistence strategy to change discriminatory and xenophobic behaviors; and (5) building capacity in the Bogotá government to address security and justice challenges associated with the migrant crisis.
- *Supporting the implementation of the PRASS strategy.* RGA will support municipal health secretariats in training health care stakeholders to enable them to meet their responsibilities within PRASS implementation. It will also support them in consolidating information and monitoring strategy implementation to create an alert system that can help guide secretariat actions. Moreover, it will hire short-term technical assistance liaisons to work with municipal administrations to support critical elements of PRASS implementation and monitoring. RGA-hired PRASS liaisons will work with local health care providers and labs in implementing GoC and SNG protocols. The program will also analyze alternative financial sources to assist its target areas in providing aid to vulnerable families in mandatory isolation.
- *Strengthening public health responses to COVID-19.* Colombia started experiencing a second contagion wave at the end of this quarter, so RGA will continue assisting its target municipalities in analyzing the pandemic at the local level to implement strategies aimed at addressing this second wave. The program will use instruments (for example, epidemiological newsletters and its mathematical projection model) that improve decision-making in public health and support local

authorities in participating in health care roundtables to coordinate efforts with other stakeholders.

- *Supporting economic reactivation.* Measures to address the second pandemic wave will have an impact on economic reactivation efforts, so RGA will support its target municipalities in adapting their reactivation strategies to counterbalance any negative impact stemming from new pandemic measures. It will also provide support to develop contingency plans for affected economic sectors at the municipal level.
- *Continuing to assist target municipalities in addressing the financial impact of COVID-19.* RGA will concentrate on providing assistance to develop and update financial and planning instruments under local contexts, needs, and challenges. For example, the program will provide technical assistance to implement PAGTs and improve local tax management to offset financial pandemic challenges (for example, decreases in local tax collection).
- *Continuing to promote municipal leadership and multilevel coordination.* RGA will continue supporting municipal administrations to strengthen their leadership in coordination spaces, such as health care, risk management, and education roundtables. It will develop and implement a work plan to strengthen municipal leadership in health care roundtables, based on information it collected this quarter. The program will also continue monitoring GoC pandemic legislation and PRASS implementation to foster the adoption of national legal dispositions at the municipal level.
- *Providing support to improve education service provision.* RGA will continue training public officials and schools in the scope of their responsibilities in providing education during the pandemic and within the context of the migrant crisis. The program will provide support to draft school risk management plans and coexistence manuals. It will also provide assistance to train teachers in technological tools to improve remote education methodologies, and work with local governments and school communities to monitor COVID-19 and prevent school dropouts. The program will continue providing support to identify financial sources and formulate public investment projects to improve education services.
- *Continuing to promote citizen oversight and strengthen local government transparency.* RGA will support its oversight groups in consolidating and presenting service improvement recommendations to municipal public institutions. It will also strengthen government transparency by (1) hosting a new training cycle for journalists in Ciénaga, Santa Marta, and Soledad to develop advocacy skills in local media; and (2) training public officials in procurement processes to develop their skills and encourage the adoption of transparent government practices in public good and service provision.
- *Supporting citizen initiatives and communication strategies.* RGA will support the implementation of citizen initiatives and communication strategies aimed at preventing COVID-19 and promoting migrant inclusion by working with CSOs and journalists. In particular, the program will emphasize campaigns to reduce gender stereotypes and messages on migrant leadership to continue helping communities shift away from negative narratives about migration.
- *Promoting citizen advocacy.* RGA will strengthen participation skills in citizens to promote citizen advocacy in public spaces such as COMPOS, and assist civil society in monitoring progress on PDM goals to ensure public resources are effectively reaching vulnerable communities affected by COVID-19 and the migrant crisis.

## TRANSFORMING LIVES

### WOMEN TAKE OVER TO FIGHT GBV

Across the world, the COVID-19 pandemic is setting back gender equality and the fight against gender-based violence. Understanding this watershed moment, RGA provides assistance to help women lead the way toward a brighter future.



According to UN Women (the United Nations' entity for gender equality), the COVID-19 pandemic could set back progress on gender equality by an estimated 25 years.<sup>69</sup> UN Women data show that increased unpaid workload (for example, caretaking, housework, and so on) is a key factor contributing to this setback. This increased workload has pushed women and girls to leave the workforce and their studies. According to the agency, this will result in approximately 13 percent of the world's women and girls (469 million people) living in extreme poverty by the end of 2020.<sup>70</sup>

The pandemic has also increased violence against women and girls in Colombia. According to the National Women's Observatory (Observatorio Colombiano de las Mujeres), from March to December 2020, calls to report GBV increased by 106 percent.<sup>71</sup> According to experts, this increase corresponds to lockdown measures and economic and social tensions stemming from the pandemic, which have increased pressure at home and forced many women into isolation with their abusers.

History will look at the COVID-19 pandemic as a turning point for gender equality. RGA understands the importance of this moment and provides technical assistance to local governments and civil society to help them rise to the challenges facing women and girls. Through its gender and vulnerable populations strategy, the program has built institutional capacity and empowered CSOs to improve public service provision for women and girls and help fight GBV. The figure below shows key RGA activities and results on this front.

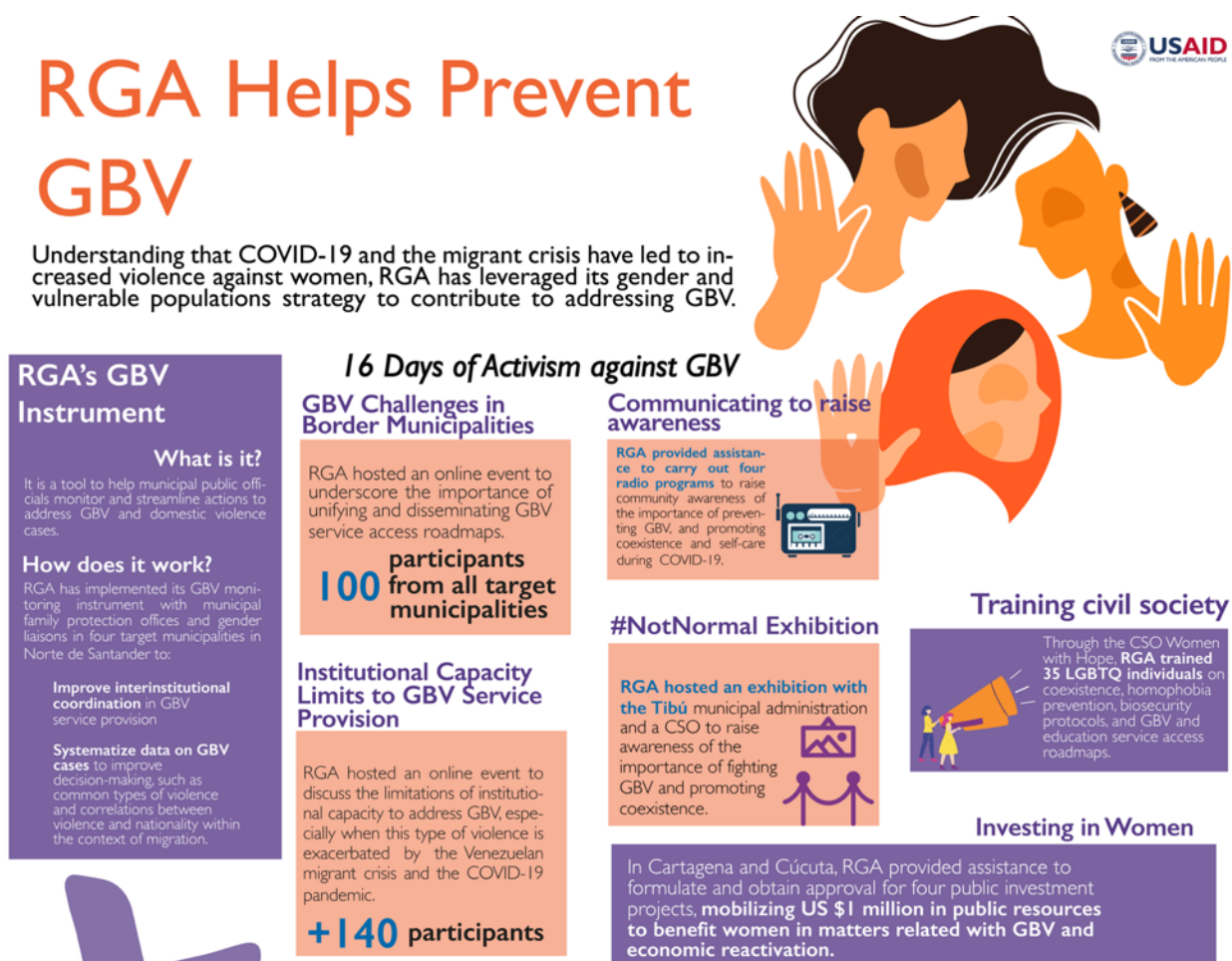
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<sup>69</sup> Sandrine Lungumbu and Amelia Butterly, "Coronavirus and Gender: More Chores for Women Set Back Gains in Equality," BBC News, November 26, 2020, <https://www.bbc.com/news/world-55016842>.

<sup>70</sup> UN Women, *Whose Time to Care? Unpaid Care and Domestic Work during COVID-19* (UN Women, November 2020), [https://data.unwomen.org/sites/default/files/inline-files/Whose-time-to-care-brief\\_0.pdf](https://data.unwomen.org/sites/default/files/inline-files/Whose-time-to-care-brief_0.pdf).

<sup>71</sup> National Women's Observatory, *Llamadas para la orientación de mujeres en condición de vulnerabilidad* (National Women's Observatory, Bulletin No. 32, November 17, 2020), [http://www.observatoriomujeres.gov.co/archivos/publicaciones/Publicacion\\_79.pdf](http://www.observatoriomujeres.gov.co/archivos/publicaciones/Publicacion_79.pdf).

FIGURE 5. RGA ACTIVITIES AND RESULTS IN FIGHTING GBV



## BUILDING INSTITUTIONAL CAPACITY

“We want to sincerely thank USAID for its support in 2020, which has allowed us to strengthen and protect the rights of women who are victims of violence ... We will continue working together in 2021, for example to strengthen shelters for women and other processes, because in Cartagena we must move past GBV.”  
Armando Córdoba, Cartagena Secretary for Citizen Participation and Social Development

Three major issues affect local governments' ability to address gender issues: lack of understanding of gender matters, lack of funding, and lack of interinstitutional coordination. To address these challenges, RGA worked to mainstream gender approaches within municipal administrations while building capacity to increase coordination and resources to fund gender strategies at the local level.



“Here [in Maicao], we face many challenges in providing services to migrant women. So, we thank USAID for its support and social awareness ... in reducing the inequality gaps affecting women and girls. No matter what, all women have a right to a life free of violence.” Susana Thefe, Municipal Women’s Liaison, Maicao



*Susana Thefe during a work session with communities in Maicao.  
Photo by Susana Thefe.*

RGA provided technical assistance to 10 target municipalities to mainstream gender approaches.<sup>72</sup> The program trained more than 20 public officials on gender issues, emphasizing its work with officials responsible for GBV service provision to train them on the scope of their responsibilities within these services. Through this work, the program also strengthened the implementation of GBV coordination mechanisms while improving interinstitutional coordination.

A key example of how the program did this is its GBV monitoring instrument. Transferred to municipal family protection offices and gender liaisons in three target areas,<sup>73</sup> RGA’s monitoring instrument provides a clear and concise framework to compile data on GBV and domestic violence reports. Through the systematization of this data, RGA’s instrument allows public officials to monitor each case and identify interinstitutional actions needed to provide adequate services to victims. This allows public officials to better coordinate actions with different public institutions and analyze data on cases to improve decision-making processes, particularly to establish local gender policies and guidelines. For example, in Puerto Santander, 25 (approximately 64 percent) of the 39 cases monitored using RGA’s instrument were reported by Venezuelan migrants, pointing to a correlation between GBV and migration that public officials should consider when outlining gender strategies.

To increase funding for GBV issues, RGA trained more than 20 public officials in project formulation with a gender approach. By formulating projects, the program seeks to mobilize resources from the national and subnational levels to address pressing gender concerns about GBV and the COVID-19 pandemic. As a result of this work, the program supported the formulation and approval of four public investment projects in Cartagena and Cúcuta (two in each) for US \$1 million, aimed specifically at benefiting women through strategies to prevent GBV and reactivate women’s economies.

## **EMPOWERING CIVIL SOCIETY**

“I want to thank USAID for giving us tools and knowledge to advocate before government and nongovernmental institutions. Thanks to this knowledge, us women can be more effective and efficient in our work to benefit other women

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<sup>72</sup> The 10 municipalities are Cartagena (Bolívar), Maicao, Riohacha, Uribia (La Guajira), Santa Marta (Magdalena), Cúcuta, Los Patios, Puerto Santander, Tibú, and Villa del Rosario (Norte de Santander).

<sup>73</sup> The three municipalities are Los Patios, Puerto Santander, and Villa del Rosario (Norte de Santander).

through positive and affirmative advocacy. Thank you, USAID, for giving us women tools to move forward and contribute to our country's development!" Matilde Maestre, CSO leader from Santa Marta

Promoting gender equality and fighting GBV also requires civil society participation. Understanding this, RGA has worked with women's CSOs in Arauca, La Guajira, and Norte de Santander to strengthen their advocacy skills and increase their participation in key public spaces. Through this work, the program has 210 citizens, including more than 180 women, to develop their leadership skills and increase their knowledge of GBV service provision to empower them to advocate for women's priorities and needs at the local level.



*[Redacted] submits a formal request for her CSO to participate in the Puerto Santander COMPOS. Photo by RGA.*

"I want to thank USAID's RGA for its training cycle for CSOs. This training has helped me a lot and strengthened me as a women's leader in Puerto Santander."  
[redacted], CSO Leader from  
Puerto Santander

key program activity to train and empower women was its training cycle for CSOs, through which the program sought to strengthen citizen advocacy for the inclusion of women, LGBTQ individuals, youth, and migrants. RGA carried out this cycle with participants from 12 target municipalities,<sup>74</sup> reaching 130 citizens and public officials, who also received training on increasing their participation in COMPOS sessions and monitoring PDM execution to promote government transparency. RGA's cycle also included the participation of external speakers, who shared experiences and lessons learned on citizen advocacy, migration, and gender issues.

Through this work, RGA has promoted women's informed participation in COMPOS's to assist them in advocating for the prioritization of their concerns. As part of this assistance, the program also supported public officials in charge of COMPOS sessions in Norte de Santander to train them on the scope of their responsibilities in guaranteeing citizen participation in these councils, especially for vulnerable populations. As a result of this work, women's CSOs in four target municipalities have participated in COMPOS sessions,<sup>75</sup> advocating for improvements to education services and migrant children inclusion in vaccination sessions, regardless of their migratory status, among other matters. RGA's success in empowering women's CSOs in Norte de Santander is helping the program collect best practices and lessons learned to scale up this work in Cartagena, Santa Marta, Riohacha, Maicao, and Uribia. The

<sup>74</sup> Arauca, Arauquita (Arauca), Cartagena (Bolívar), Maicao, Riohacha, Uribia (La Guajira), Santa Marta (Magdalena), Cúcuta, Los Patios, Puerto Santander, Tibú and Villa del Rosario (Norte de Santander).

<sup>75</sup> The four municipalities are Los Patios, Puerto Santander, Tibú, and Villa del Rosario (Norte de Santander).



program has already supported Riohacha, Maicao, and Uribia in making formal commitments to invite CSOs to participate in council sessions.

## PROMOTING ACTIVISM TO FIGHT GBV

“More than numbers, these are people. These are dreams, arriving daily, hoping everything will change.” Excerpt from “Pilgrimage Song” (Canción Peregrina), written and performed by young women during RGA’s November 27 debate to fight GBV within the context of migration

To commemorate the International Day for the Elimination of Violence against Women, celebrated on November 25, RGA participated in the campaign 16 Days of Activism against GBV by leveraging its work with both local governments and civil society to conduct five events in 12 target municipalities.<sup>76</sup> In Puerto Santander, the program also joined efforts with public health officials, municipal gender liaisons, and a women’s CSO to produce four radio programs to educate communities on GBV prevention and to promote coexistence and self-care during COVID-19. Similarly, RGA partnered with municipal gender liaisons in Maicao, Riohacha, and Uribia to disseminate radio spots and other communication pieces to raise awareness of the importance of GBV prevention.

RGA supported the #NotNormal (#NoesNormal) exhibition, which the program hosted with the Tibú municipal administration and the Tibú Women’s Roundtable to raise awareness of the importance of fighting GBV and promoting coexistence. The exhibition, hosted November 20–30, 2020, included photos and symbolic acts focused on messages rejecting violence.



*A citizen and a public official participate in the #NotNormal exhibition.  
Photo by RGA.*

The program also hosted two online debates on GBV challenges. The first, held on November 27, 2020, was aimed at civil society and included the support of CSO members who participated in RGA’s training cycle to increase advocacy. More than 100 citizens participated in this debate, which was divided into three main moments: (1) a conversation on women’s experience with GBV service provision; (2) a conversation led by female community leaders and migrant and Afro-Colombian women on steps to access GBV public services, emphasizing how these services can help victims deal with their trauma; and (3) artistic expressions against GBV, in which participants, including migrants, shared their diverse talents to spread messages against violence. The second debate, hosted on December 3, 2020, included the

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<sup>76</sup> The 12 municipalities are Arauca, Arauquita (Arauca), Cartagena (Bolívar), Riohacha, Maicao, Uribia (La Guajira), Santa Marta, (Magdalena), Cúcuta, Los Patios, Puerto Santander, Tibú, and Villa del Rosario (Norte de Santander).

participation of public officials from women's secretariats and gender liaisons from four target municipalities,<sup>77</sup> along with the Deputy Director for Gender from the National Planning Department, who discussed the limitations of institutional capacity to address GBV, especially when this type of violence is exacerbated by the Venezuelan migrant crisis and the COVID-19 pandemic. More than 140 people participated in the debate.

RGA's participation in the 16 Days of Activism against GBV campaign exemplifies the program's success in bringing local governments and civil society together to improve conditions for women and vulnerable populations. By providing support to strengthen both, the program contributes to tackling GBV at the local level effectively, emphasizing the need to prioritize the concerns of the most vulnerable communities, including migrants.

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<sup>77</sup> The four municipalities are Cartagena (Bolívar), Maicao, (La Guajira), Santa Marta (Magdalena), and Cúcuta (Norte de Santander).

## ANNEXES

### ANNEX I: NATIONAL CONTEXT

Experts across Colombia, including national institutions, began releasing figures this quarter that provide insights into the short-, medium- and long-term effects of the pandemic in Colombia. According to national experts, the country's gross domestic product is expected to have contracted between 7 and 8 percent in 2020, and 2020 unemployment rates are higher than those of 2019.<sup>78</sup> In addition, entities such as the Inter-American Development Bank, the nonprofit Fedesarrollo, and Los Andes University have estimated that the pandemic will increase national poverty and inequality rates, setting the country back 10 to 20 years, depending on each estimate. National surveys have already started showing COVID-19's impact on the Colombian population. For example, according to a September 2020 survey conducted by the National Administrative Department of Statistics in 23 major cities, most homes surveyed reported having less possibilities to buy shoes, clothes, and food in 2020, compared with 2019. Similarly, most homes surveyed reported that they cannot save a portion of their income, and approximately 27 percent of homes reported having to reduce the number of meals consumed daily because of the pandemic.

The pandemic has also reduced tax collection at the national and subnational levels, meaning the GoC and SNGs are responding to the pandemic and will have to continue doing so within a context of reduced resources. For example, as of July 2020, national tax collection had fallen by nearly US \$880 million because of COVID-19 and its economic impact, and the Colombian Congress estimated reduced budgets for General System of Royalties transfers in 2021 and 2022.<sup>79</sup>

Within this context and after the end of the national lockdown on August 31, 2020, SNGs across Colombia began easing pandemic restrictions to allow the reopening of key economic sectors. Between October and November 2020, the COVID-19 pandemic appeared to have slowed in Colombia. However, cases started rising steeply again in December, leading to a second contagion wave across the country. Nearly one-third of the country's reported cases were in Bogotá, and five of the six departments where RGA operates are in the 10 most affected areas in the country (except for Arauca). Table 2 shows COVID-19 case evolution in RGA target areas since October 2020.<sup>80</sup>

**TABLE 2. CONFIRMED COVID-19 CASES IN RGA TARGET AREAS**

MUNICIPALITY	OCT. 1, 2020	NOV. 1, 2020	DEC. 1, 2020	JAN. 4, 2021
Bogotá	270,515	322,980	377,229	485,017
Arauca	1,024	1,805	2,177	2,448
Arauquita	163	352	443	474
Riohacha	3,080	3,565	4,596	5,680
Maicao	2,252	2,388	2,631	2,985

<sup>78</sup> Portafolio, "Así arrancan los indicadores de la economía en el 2021," *Portafolio*, January 4, 2021, <https://www.portafolio.co/economia/asi-arrancan-los-indicadores-de-la-en-el-2021-547968>.

<sup>79</sup> In previous years, General System of Royalties budgets have been about US \$2.9 billion, but the estimated budgets for 2021 and 2022 are US \$2.1 billion and US \$2.5 billion, respectively.

<sup>80</sup> Source: National Health Institute (<https://bit.ly/2CgmxWD>).

MUNICIPALITY	OCT. 1, 2020	NOV. 1, 2020	DEC. 1, 2020	JAN. 4, 2021
Uribe	339	391	431	451
Cúcuta	10,649	13,498	19,448	28,271
Los Patios	1,095	1,518	2,194	2,970
Puerto Santander	52	107	130	151
Tibú	319	502	649	769
Villa del Rosario	1,234	1,521	2,044	2,736
Soledad	14,394	14,842	15,881	18,338
Cartagena	23,243	25,890	31,518	44,544
Santa Marta	10,147	11,284	13,864	17,410
Ciénaga	1,535	1,585	1,672	1,839

This second contagion wave led local governments to adopt new measures to contain the spread of the virus, including curfews and movement restrictions, though the GoC did not declare a new national lockdown. The GoC announced its vaccination plan amid increased contagions, through which it will seek to vaccinate approximately 34 million citizens, which the MoH estimates is required to reach herd immunity.<sup>81</sup> As of December 30, 2020, the GoC has confirmed it has enough doses to vaccinate 29 million people.<sup>82</sup>

Parallel to this increase in COVID-19 cases, Venezuelan migration into Colombian has started anew. During the months comprising Colombia's national lockdown (between March and September 2020), more than 100,000 Venezuelan migrants chose to return home because many depended on informal jobs and international aid that became uncertain because of lockdown restrictions. However, after the lockdown ended in September 2020, Venezuelan migration into Colombia began increasing again. According to Migración Colombia, the number of Venezuelan migrants in the country steadily declined between March and September 2020 but began rising again in October, when the number of migrants in Colombia increased by 1,500, compared with September.<sup>83</sup> Overall, there are 1.7 million Venezuelan migrants in Colombia, 947,106 of whom are undocumented (equivalent to 55 percent). Table 3 shows the migrant population in RGA target areas, which represents, on average, approximately 14 percent of the total population in each location.

<sup>81</sup> Efraín Rincón, "Lo que queda en veremos del Plan nacional de vacunación," *La Silla Vacía*, January 12, 2021, <https://lasillavacia.com/lo-queda-veremos-del-plan-nacional-vacunacion-79696>.

<sup>82</sup> La Silla Vacía, "Colombia compra 9 millones de vacunas de Johnson & Johnson," *La Silla Vacía*, December 31, 2020, <https://www.eltiempo.com/salud/vacuna-coronavirus-colombia-compra-9-millones-de-vacunas-de-johnson-johnson-557953>.

<sup>83</sup> Migración Colombia, "Distribución Venezolanos en Colombia corte a 30 de Octubre" (Migración Colombia, December 18, 2020). <https://www.migracioncolombia.gov.co/infografias/distribucion-venezolanos-en-colombia-corte-a-30-de-octubre>.

**TABLE 3. VENEZUELAN MIGRATION IN RGA TARGET AREAS**

<b>TARGET MUNICIPALITY</b>	<b>MUNICIPAL POPULATION<sup>84</sup></b>	<b>MIGRANT POPULATION<sup>85</sup></b>	<b>PERCENTAGE OF MIGRANT POPULATION</b>
Bogotá	7,743,955	333,680	4.31
Arauca	96,814	21,734	22.45
Araucuita	56,209	5,697	10.14
Riohacha	201,839	46,389	22.98
Maicao	185,072	51,077	27.60
Uribia	190,084	8,976	4.72
Cúcuta	777,106	100,220	12.90
Los Patios	97,220	7,108	7.31
Puerto Santander	9,262	2,147	23.18
Tibú	58,721	8,602	14.65
Villa del Rosario	111,254	36,235	32.57
Soledad	665,021	29,805	4.48
Cartagena	1,028,736	50,707	4.93
Santa Marta	538,612	40,986	7.61
Ciénaga	124,339	13,635	10.97
<b>Average Percentage of Migrant Population</b>			<b>14.05</b>

The pandemic and migrant crisis have had a negative impact on civil society. According to the Ombudsman's Office, the pandemic has increased violence against women, girls, and LGBTQ individuals, affecting undocumented migrant women particularly. As reported by the Ombudsman's Office, in nearly one-third of GBV cases monitored by the office (31 per cent), victims were migrants or refugees, of which an overwhelming majority (84 percent) were undocumented.<sup>86</sup> Likewise, according to the Peace and Reconciliation Foundation, the trafficking of women and girls and their sexual exploitation has increased along the border with Venezuela, affecting the migrant population especially.

<sup>84</sup> Data obtained from the National Planning Department's website TerriData, as of January 5, 2021. Source: <https://bit.ly/2lIB9GL>.

<sup>85</sup> Data obtained from Migración Colombia, as of October 31, 2020. Source: <https://bit.ly/2Kfblxr>.

<sup>86</sup> Ombudsman's Office, "Pandemia agudizó violencia contra mujeres y población OSIGD" (Ombudsman's Office, January 5, 2021). <https://bit.ly/3ql8jXF>.

These concerns add up to the recent wave of violence experienced throughout the country, which resulted in 90 massacres and the murder of 310 social leaders in 2020.<sup>87</sup> Regarding both massacres and the murder of social leaders, Norte de Santander is the most affected RGA department, where six massacres occurred and 15 social leaders were murdered in 2020. This situation largely responds to illegal armed group operations in the department, especially those of the National Liberation Army (ELN) and Los Rastrojos.<sup>88, 89</sup> Their operations concentrate especially in large metropolitan areas, along the Venezuelan border, and in the Catatumbo region. According to the Peace and Reconciliation Foundation, migrants crossing through unofficial paths in Arauca and Norte de Santander are at risk of extortion by illegal armed groups (especially ELN) to be allowed to travel from one side to the other. During the pandemic, this issue has worsened when governments on either side of the border issue border closures because this measure pushes migrants away from official migration posts and into unofficial crossings controlled by illegal, armed groups.

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<sup>87</sup> Colombian Institute for Development and Peace, “Informe de masacres en Colombia durante el 2020–2021” (Colombian Institute for Development and Peace, January 22, 2021). <https://bit.ly/3bBVfcx>; and “Líderes sociales y defensores de derechos humanos asesinados en 2020,” <https://bit.ly/3qi1aaL>.

<sup>88</sup> ELN is a left-leaning guerrilla group considered the largest active guerrilla force in country, after the signing of the 2016 Peace Accords between the GoC and FARC-EP guerrilla. Although most FARC-EP guerrilla members demobilized after the peace accords, certain factions remained raised in arms, known today as FARC-EP dissidents.

<sup>89</sup> Los Rastrojos is an illegal armed group formed by former members of the United Self-Defense Forces of Colombia (Autodefensas Unidas de Colombia), a right-wing paramilitary group that demobilized between 2003 and 2006.



## ANNEX 2: RGA INFOGRAPHICS TO PROMOTE ACCESS TO GOC SOCIAL PROGRAMS

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- RESPONSABILIDAD Y DERECHOS DIGITALES
- LEYES DIGITALES
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- GOBIERNO DIGITAL
- CULTURA DIGITAL
- TELETRABAJO

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48 HORAS  
VIRTUALES.

▶▶▶ COBERTURA:  
NACIONAL

▶▶▶ COLOMBIANOS MAYORES DE 13 AÑOS  
INCLUIDOS PERSONAS CON DISCAPACIDAD VISUAL Y AUDITIVA

▶▶▶ INSCRIPCIÓN:  
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<https://id.presidencia.gov.co/Paginas/prensa/2020/Gobierno-lanzo-estrategia-para-impulsar-reactivacion-economica-del-sector-comercio-industria-y-turismo-200722.aspx>



### ANNEX 3: 2021 BUDGETS IN RGA TARGET MUNICIPALITIES (IN US MILLIONS)

Municipality	Education	Health Care	Vulnerable Populations	Economic Reactivation	COVID-19 Response	Migration
Arauca	0.53	15.68	1.02	0.15	Not specified <sup>90</sup>	0.02
Arauquita	0.55	8.66	0.32	0.16	0.02	0.01
Maicao	40.43	63.51	0.81	Not specified	Not specified	Crosscutting investments <sup>91</sup>
Riohacha	52.35	52.43	0.83	0.36	Not specified	0.01
Uribia	39.51	40.87	0.86	0.29	Not specified	Not specified
Cucuta	10.10	92.66	2.86	3.75	Not specified	Not specified
Los Patios	0.79	11.08	0.28	Not specified	0.03	Crosscutting investments
Puerto Santander	0.24	1.11	0.15	1.25	Not specified	0.00
Tibú	0.92	10.11	0.43	0.10	0.04	Crosscutting investments
Villa de Rosario	0.72	24.31	Not specified	Not specified	Not specified	Crosscutting investments
Cartagena	167.01	191.24	3.60	4.12	Not specified	Not specified
Ciénaga	4.71	18.15	0.95	0.23	Not specified	Not specified
Santa Marta	82.98	85.56	1.89	0.35	Not specified	Not specified
Soledad	74.77	93.24	2.18	Not specified	Not specified	Not specified
<b>TOTAL (per sector)</b>	<b>475.61</b>	<b>708.60</b>	<b>16.16</b>	<b>10.76</b>	<b>0.09</b>	<b>0.04</b>

<sup>90</sup> *Not specified* means municipal administrations did not allocate specific resources to a given area.

<sup>91</sup> *Crosscutting investments* means municipal administrations allocated resources in other investment sectors (e.g., education, health care, water and sanitation, etc.) that will provide resources or programs to a given area.

## ANNEX 4: RESOURCES MOBILIZED THROUGH RGA-SUPPORTED PUBLIC INVESTMENT PROJECTS

MUNICIPALITY	PROJECT TITLE	PROJECT AMOUNT
Arauca (Arauca)	Project to expand aqueduct and sewage systems to increase water and sanitation service provision	US \$786,940
Arauquita (Arauca)	Project to support migrant service provision and prevent xenophobia	US \$6,037
Cartagena (Bolívar)	Project to implement strategies to raise awareness and promote social mobilization to prevent GBV in the rural area of La Virgen	US \$112,312
Cartagena (Bolívar)	Project to implement strategies to raise awareness and promote social mobilization to prevent GBV in the urban area of La Virgen	US \$110,417
Cartagena (Bolívar)	Project to support the municipal school meals program	US \$6.97 million
Cartagena (Bolívar)	Project to provide support for income generation and economic reactivation in the rural area of La Virgen	US \$151,500
Cartagena (Bolívar)	Project to provide support for income generation and economic reactivation in the urban area of La Virgen	US \$151,500
Ciénaga (Magdalena)	Project to provide groceries and personal protective equipment to senior citizens outside the GoC program for seniors	US \$606,090
Santa Marta (Magdalena)	Project to strengthen public order and recover public spaces in urban areas	US \$ 1.3 million
Santa Marta (Magdalena)	Project to carry out comprehensive works to recover the Santa Marta Historical Center, currently occupied by informal trade	US \$3.19 million
Santa Marta (Magdalena)	Project to build a water treatment plan for the South of Santa Marta	US \$1.76 million
Cúcuta (Norte de Santander)	Project to strengthen women's productive units in urban and rural areas to strengthen food security among vulnerable families	US \$425,152
Cúcuta (Norte de Santander)	Project to strengthen skills in women to promote their advocacy for their own human rights	US \$384,170
Cúcuta (Norte de Santander)	Project to develop a strategy to strengthen the use of online tools for learning in secondary education in public schools	US \$676,118
Los Patios (Norte de Santander)	Project to improve the infrastructure of a senior center	US \$73,478



## ANNEX 5: RGA-SUPPORTED CITIZEN OVERSIGHT GROUPS

DEPARTMENT	MUNICIPALITY	RESOLUTION NUMBER	DATE (MM/DD/YYYY)	OBJECTIVE	SECTOR
<b>Arauca</b>	Arauca	Constitution Act <sup>92</sup>	N/A	Oversee Collective Interventions Plan execution in the mental health area	Health
<b>Arauca</b>	Arauquita	Constitution Act	N/A	Oversee Collective Interventions Plan execution in actions against communicable diseases, especially COVID-19	Health
<b>La Guajira</b>	Maicao	031	10/01/20	Oversee coexistence and public health actions in COVID-19 prevention and service provision to the migrant population, returnees and host communities	Health
<b>La Guajira</b>	Riohacha	227	12/10/20	Oversee GBV and domestic violence prevention during the COVID-19 pandemic	GBV/ domestic violence
<b>Norte de Santander</b>	Puerto Santander	045	11/03/20	Oversee public health actions	Health

<sup>92</sup> Constitution Acts have no number.

## **ANNEX 6: RGA ACQUISITION INSTRUMENTS IN THE FIRST QUARTER OF 2021**

[REDACTED]

## ANNEX 7: PROGRESS ASSESSMENT

As presented in the Progress Assessment section, in September 2020, USAID approved additional changes to RGA's Performance Management Plan with the goal of monitoring the impact of Component 7. This plan was adjusted to reflect new fiscal years 2020 and 2021 and LOP targets for four RGA indicators (RGA-02, RGA-07, RGA-08, and RGA-15) and included four new ones: RGA-18, RGA-19, RGA-20, and RGA-21. The following describes RGA progress on its indicators for the first quarter of 2021.

**RGA-02: Percentage of women participating in oversight of public investment activities.** This quarter, the percentage of women participating in the oversight of public investment activities reached 88 percent. This result is calculated as the average percentage of women participating in the five newly created oversight groups formed in five target municipalities,<sup>93</sup> which monitor the execution of public resources in health care. This indicator has an accrued LOP of 61 percent versus an adjusted target established for 65 percent, achieving 94 percent. So far, RGA is on track to meet the LOP target. This significant increase in women's participation is a result of RGA's efforts, which have prioritized increasing CSO capacity to empower and protect youth and women by enabling them to oversee public service provision and procurement processes associated with COVID-19 and the Venezuelan migrant crisis.

**RGA-07: Number of CSOs receiving U.S. Government assistance engaged in advocacy interventions.** During this quarter, RGA helped 11 CSOs in Arauca, La Guajira, and Norte de Santander strengthen their capacities to participate and advocate for improved institutional responses to COVID-19 and the needs of migrant, returnee, and host populations. This quarter, RGA reached an LOP total of 443 CSOs strengthened versus an LOP target of 255, reaching 174 percent. This indicator met and exceeded its PMP goals in fiscal years 2016 and 2017, but RGA met its goals for fiscal years 2018, 2019, 2020, and 2021. The 11 CSOs supported were (1) five citizen oversight groups in Arauca, La Guajira, and Norte de Santander to monitor the use of resources in COVID-19 and migration responses; (2) the CSO [redacted], which received a grant to execute projects to promote dialogue and community management to mitigate xenophobia and respond to COVID-19 in Norte de Santander and La Guajira; (3) the CSO [redacted], which received a grant to execute a project in Norte de Santander to prevent COVID-19 and promote self-care; (4) two municipal women's roundtables in Los Patios and Puerto Santander, which participated in COMPOS sessions to advocate for their priorities and those of vulnerable populations such as LGBTQ individuals; and (5) the CSO [redacted] in Cúcuta and the [redacted], which are implementing citizen initiatives.

**RGA-08: Number of committees for oversight activities, conducted by citizens, organized and supported as a result of RGA assistance.** This quarter, RGA implemented the HCC methodology and helped form five citizen oversight groups to monitor the execution of public resources associated with COVID-19 and the Venezuelan migrant crisis in Arauca, La Guajira, and Norte de Santander. This indicator has an accrued LOP of 261 versus a target of 210, achieving 124 percent. In fiscal years 2016 and 2017, this indicator was exceeded substantially, but RGA met its goals for fiscal years 2018, 2019, 2020, and 2021.

**RGA-10: Value of Third-Party Mobilized Funds (Ym) and RGA-11 Value of USAID investments linked to Mobilized Funds (Xm).** This quarter, RGA mobilized Colombian peso

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<sup>93</sup> The five municipalities are Arauca, Arauquita (Arauca), Maicao, Riohacha (La Guajira), and Puerto Santander (Norte de Santander).

(COP) \$55.68 billion (approximately US \$16.8 million) versus a USAID investment of COP \$70.4 million (approximately US \$21,300). RGA has mobilized COP \$1.2 trillion throughout its LOP. Resources were mobilized based on RGA support to SNGs to formulate projects and accompany project evaluation and approval processes to access private and public resources from the General System of Royalties, System of National Transfers, and municipal and departmental resources. As a result of RGA's support for tax reforms, SNGs also received US \$118 million in new income since 2017.

**RGA-15: Number of projects, proposals, and/or concepts by CSOs, especially those that include the participation of women and benefit citizens.** RGA provides assistance to CSOs for them to participate effectively in public management and contribute to the development of their municipality and/or region. This quarter, CSOs put five proposals forward, reaching 31 percent of the annual goal for fiscal year 2021, established at 16 and 76 percent of the adjusted LOP target of 68. This indicator has an accrued LOP of 57 versus a target of 68, achieving 84 percent. Under Component 7, RGA implemented a strategy to strengthen CSO capacities to advocate for and have an impact on improving COVID-19 responses and access to services for migrant, returnee, and host populations. The five proposals include actions taken by municipal women's roundtables in Los Patios, Puerto Santander, and Tibú (Norte de Santander), which achieved their own inclusion within COMPOS's, allowing them to participate in public decision-making processes. Moreover, the Tibú Women's Roundtable implemented a citizen initiative with the municipal administration to prevent xenophobia and violence against women within the framework of the 16 Days of Activism against GBV campaign. In Puerto Santander, the Women's Roundtable developed a citizen initiative to promote the inclusion of women and LGBTQ individuals, including migrants. This initiative has included trainings for women and LGBTQ individuals to raise their awareness of respect, xenophobia prevention, biosecurity protocols, and self-care during the pandemic.

**RGA-018: Number of public officials trained with U.S. Government assistance.** During this quarter, RGA trained 230 public officials in its target areas to develop their skills and knowledge in COVID-19 prevention, containment, and recovery. The program provided technical assistance to train public officials and develop their skills in matters such as planning and financial instruments, sector-specific instruments, epidemiological surveillance, local health care authority roles, PRASS strategy, investment planning and prioritization in education, access to resources through project formulation, public procurement and accountability processes, tax management, local government transparency, economic reactivation, social program implementation, GBV responses, gender mainstreaming, COMPOS responsibilities, HCC methodology, and communication strategies to disseminate public information. The 230 public officials that RGA trained this quarter help fulfill the fiscal year 2021 target of 280 public officials trained with U.S. Government assistance, meaning RGA has reached 82 percent of its target. This indicator has an accrued LOP of 280 versus a target of 330, achieving 85 percent overall.

**RGA-19: Number of RGA-supported public investment projects approved to access public and private funds.** This new indicator measures the amount of public and private projects successfully accepted for funding with SGR resources for COVID-19 services, Obras por Regalías, OCAD PAZ, and other funds (public and private) as a result of RGA support to address COVID-19. RGA works to increase national-level government and private sector resources invested in the COVID-19 response by supporting municipal administrations in building their capacities to design and manage projects. During this quarter, 15 RGA-supported projects were approved to access public resources for more than US \$16.8 million, including seven projects to be financed using General System of Royalties resources in five target

municipalities.<sup>94</sup> The 15 public investment projects approved this quarter help fulfill the fiscal year 2021 target of 28 projects approved, meaning RGA reached 54 percent of its target. This indicator has an LOP of 20 projects versus an established target of 33, achieving 61 percent overall.

**RGA-20: Number of journalists trained and supported as a result of RGA's assistance.** This new indicator measures the number of journalists and members of communication groups trained in municipal responsibilities to analyze and report on public information regarding COVID-19 public investments to increase transparency, oversight, and control of GoC funding and programs. During this quarter, RGA trained 89 journalists and communication group members in Arauca, La Guajira, Norte de Santander, and Cartagena,<sup>95</sup> who participated in RGA training cycles to promote government transparency during COVID-19. The 89 journalists and communication group members trained this quarter represent 111 percent of the fiscal year 2021 target of 80 journalists and communication group members trained. This indicator has an LOP of 106 versus a target of 100, achieving 106 percent.

**RGA-21: Number of municipalities that implement programs in response to COVID-19 as a result of RGA's assistance.** According to its work plan, RGA supported 12 target municipalities this quarter in implementing programs to respond to community needs arising from COVID-19 as a result of RGA's support.<sup>96</sup> This new indicator has an LOP of 12 versus a target of 12, achieving 100 percent. Nevertheless, RGA will continue reporting data on this indicator in upcoming quarters to reflect program work under four lines of work: (1) improving education service provision, (2) supporting GoC strategies to respond to COVID-19, (3) building local government capacity in epidemiological surveillance and health care leadership, and (4) assistance to promote economic reactivation. Highlights from this quarter under this indicator include the following:

- RGA developed a guide to help public schools design biosecurity protocols, which it reviewed with education authorities before transferring it to school managers for implementation. Parallel to this work, the program supported hybrid education model committees, which lead and plan for students' safe return to the classroom.
- The 12 municipalities surveilled key public health events using RGA instruments such as epidemiological newsletters, whose purpose is to provide municipal administrations with relevant and timely data on public health events to improve decision-making processes at the local level. RGA also trained public officials from these municipalities in PRASS strategy regulations with departmental and municipal administrations.
- RGA established a four-point economic reactivation strategy based on implementing biosecurity protocols, promoting local consumption, assisting project formulation, and promoting the adoption of economic incentives. Through this strategy, RGA mobilized US \$18.5 million in public resources for economic reactivation and other matters (for example, education and gender) through approved public investment projects. The program also supported municipal participation in a national call for proposals to reactivate local economies led by DPS. Through program assistance, eight target municipalities formulated and submitted 23 projects to DPS's

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<sup>94</sup> The five municipalities are Arauca (Arauca), Cartagena (Bolívar), Ciénaga, Santa Marta (Magdalena), and Cúcuta (Norte de Santander).

<sup>95</sup> This number does not include public officials trained during RGA cycles.

<sup>96</sup> The 12 municipalities are Arauca, Arauquita (Arauca), Soledad (Atlántico), Maicao, Riohacha, Uribe (La Guajira), Ciénaga (Magdalena), Cúcuta, Los Patios, Puerto Santander, Tibú, and Villa del Rosario (Norte de Santander).



call, intending to mobilize approximately US \$21.7 million in public resources to promote economic reactivation through hiring a local workforce for infrastructure works.<sup>97</sup> Furthermore, RGA is working with the private sector to coordinate efforts and maximize resources for economic reactivation. For example, the program supported the La Guajira Chamber of Commerce in disseminating and implementing biosecurity protocols and in strengthening ExpoGuajira, a trade fair to promote local tourism and gastronomy. With program support, seven municipalities modified their tax statutes and reached agreements on tax benefits with municipal councils to improve local tax collection and thereby increase local investment resources.<sup>98</sup>

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<sup>97</sup> The eight municipalities are Arauca, Arauquita, Riohacha, Soledad, Ciénaga, Los Patios, Puerto Santander, and Villa del Rosario.

<sup>98</sup> The seven municipalities are Arauca (Arauca), Soledad (Atlántico), Maicao, Uribia (La Guajira), Cúcuta, Puerto Santander, and Villa del Rosario (Norte de Santander).

## ANNEX 8: COORDINATION WITH IMPLEMENTING PARTNERS AND OTHER INTERNATIONAL AID PROGRAMS

DATE	LOCATION	MEETING	MATTER DISCUSSED
October 13 and 19, 2020	Norte de Santander Online meetings	Meetings with IRC to analyze instruments and methodologies used in school risk management plans to identify coordination opportunities	RGA shared its school risk management plans tools and methodologies and IRC presented its activities in education in Cúcuta.
October 15, 2020	Arauca, Arauca Online meeting	Online meeting with international donors (such as NRC) to prepare for the Arauca Education in Emergencies Roundtable	RGA presented its matrix to design public school biosecurity protocols and agreed to outline requirements to draft hybrid education model plans for students' return to the classroom in 2021.
October 16, 2020	Bogotá Online meeting	USAID's workshop, Guidance for Monitoring USAID Colombia Engagement with Stakeholders	Participants discussed: (1) USAID's policy framework for engagement, (2) USAID/Colombia types of stakeholders, (3) third-party funds and their reporting, (4) types of engagement with stakeholders, and (5) types of public-private partnerships and their qualitative and quantitative reporting.
October 20, 2020	Arauca, Arauca Online meeting	Arauca Education in Emergencies Roundtable	International donors (such as NRC) and RGA presented their report on education access barriers, resulting from surveys carried out with all public schools in the department.
October 20, 2020	Norte de Santander Online meeting	Meeting with USAID's Partners for Transparency to coordinate Partners for Transparency's participation in RGA's training cycle for journalists	Partners for Transparency agreed to participate in five sessions of RGA's training cycle for journalists.
October 20, 2020	Arauca, Arauca Online meeting	Meeting with public school principals and international donors to transfer to them RGA's matrix for biosecurity protocol design	RGA transferred its biosecurity protocol design matrix and outlined actions to draft hybrid education model plans.

DATE	LOCATION	MEETING	MATTER DISCUSSED
October 20, 2020	Arauca, Arauca Online meeting	Meeting with the International Committee for the Development of Peoples to review the donation of radio equipment to support RGA student communication groups	RGA shared with the committee its strategy to train teachers, guidance counselors, and students in Arauca to produce radio programs. The committee agreed to review the possibility of making an equipment donation.
October 29, 2020	Riohacha, La Guajira	International donor meeting on gender and GBV in Riohacha	Participants agreed to share their gender-specific activities to identify coordination opportunities.
October 29, 2020	Bogotá Online meeting	Meeting to coordinate actions between USAID partners working with oversight public institutions	Partners for Transparency and RGA presented their workplans, allowing participants to identify coordination opportunities between both programs.
November 4, 6, and 9, 2020	Cúcuta, Norte de Santander Online meetings	Education in Emergencies Roundtable	The Cúcuta administration, World Vision, and RGA discussed biosecurity protocols for public schools and the drafting of a hybrid education model plan.
November 9, 2020	Maicao, La Guajira Online meeting	Meeting with the team responsible for the Municipal Strategic Plan to Address Migration	International donors and the Municipal Health Secretariat presented the project to develop a migrant shelter in Maicao. RGA agreed to provide assistance in the design of biosecurity protocols for the shelter and the drafting of a contingency plan.
November 9, 2020	Bogotá Online meeting	Coordination meeting with the Administrative Department for Public Service and Partners for Transparency	RGA presented its strategy to increase local government transparency. Partners for Transparency presented its plan to strengthen the Administrative Department for Public Service. The Department underscored RGA's work to develop skills in citizens and public officials and agreed to hold meetings with Partners for Transparency to establish a working partnership.
November 18, 2020	Santa Marta, Magdalena Online meeting	Meeting to analyze the results of interinstitutional spaces focused on education and migrant inclusion	Participants promoted the institutionalization of an interagency coordination roundtable in Santa Marta led by NRC and RGA.

DATE	LOCATION	MEETING	MATTER DISCUSSED
November 19, 2020	Arauca, Arauca Online meeting	Meeting to coordinate the delivery of school kits to prevent student dropouts and review coordination actions to support students' return to the classroom in 2021	RGA supported the Arauca Education Secretariat in coordinating actions with IOM to deliver school kits to vulnerable students to encourage their class attendance and reduce school dropouts.
November 20, 2020	Bogotá Online meeting	USAID meeting to share lessons learned from the 16 Days of Activism Against GBV campaign	RGA shared its activities with municipal administrations and women, including migrants. It emphasized its work to analyze institutional capacity to address GBV in regions affected by the pandemic and the migrant crisis and on its activities to mainstream gender approaches.
December 3, 2020	Riohacha, La Guajira Online meeting	Meeting with IOM to coordinate actions to promote economic reactivation in La Guajira	IOM presented its strategy to support Venezuelan migrants and Colombian returnees. RGA agreed to review IOM activities to determine coordination opportunities.
December 11, 2020	Arauca, Arauca Online meeting	Meeting with international donors and the Departmental Education Secretariat to share risk management action plans in education	Participants shared their analyses of public school risks and an action plan to address them.
December 16 and 18, 2020	Cúcuta, Norte de Santander Online meetings	Cúcuta Hybrid Education Model Roundtable sessions	The Cúcuta Health and Education Secretariats, IRC, World Vision, and RGA reviewed the final version of a guide to draft hybrid education model plans. Participants also worked with IRC on outlining criteria to strengthen teacher skills in socio-emotional support.
December 21, 2020	Riohacha and Maicao, La Guajira Online meeting	Meeting to identify coordination opportunities with UNDP in economic reactivation in Riohacha and Maicao	UNDP presented its work to support economic reactivation, especially in matters of entrepreneurship and seed capital for small businesses in Riohacha and Maicao. RGA agreed to review UNDP's activities further to analyze coordination opportunities.